

# **Business Plan**

## **5.2 Final**

# **CLEAR CREEK COUNTY SHOOTING SPORTS PARK**



**Prepared for:  
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## Disclaimer

All information provided is based on our decades of experience inside the shooting sports world. All predicted revenue and expense numbers are based on similar operations, experience, market demographics, and other factors pertaining to specific projects and in no way constitute and kind of guarantee of revenue or operational health. Operational choices such as the team, marketing, management decisions, purchasing decisions etc. will ultimately affect the potential revenue of this specific project. We have provided what we see as a very realistic goal to achieve but will ultimately be up to the leadership team in place. Hall-N-Hall LLC & C. Vargas & Associates, Ltd. makes no guarantee as to any revenue or use numbers.

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# **1.0 EXECUTIVE SUMMARY**

## **1.1 INTRODUCTION**

The Purpose of the Business Plan is to provide the County with the data that a Public Facility can be operated successfully as the result of implementing the Construction Grant Application. The Business Plan is also a condition of the Grant Application. Third is provide a frame work for the preparation of the future facility operations lease condition in the operation of CCCSP facilities.

## **1.2 PURPOSE**

To provide financial operating guidance and financial constraints for Approved Conceptual Site Plan. Figure 1 (Dwg G-8) and the Club House Dwg A-1.

## **1.3 SCOPE**

To provide the desired staffing plan, standard operation procedures and financial forecast for the approved plan.

## **1.4 PROJECT TEAM**

The Project Team consisted of The County Staff, Lisa Leben and Matt Taylor, Club Board of Director members and Consultants, Miles Hall and Clark Vargas.

INTERIM 80% SCHEMATIC SET DATED 10/14/2020

G-8



**PROPOSED PROGRAM SPACE**

SPACE #	ACTIVITY	# LANES	LANE SPACE
1	45' ACTION BAY A	9	AT 5'
2	100 YD. STATIC AND DYNAMIC	12	AT 6'
3	35' ACTION BAY B	7	AT 5'
4	50 YD. RIFLE/PISTOL STATIC AND DYNAMIC	24	AT 4'
5	25 YD. RIFLE STATIC AND DYNAMIC	9	AT 4'
	<b>TOTAL</b>	<b>61</b>	

**PARKING: 67**

**PARKING**  
 (30%) + 19 ASSURED PARKING 49±  
 IF CDOT AGREES 18  
**TOTAL 67±**

- NOTE:** CONTOURS AND PARCEL LINES SHOWN HEREON WERE  
 SUPPLIED BY CLEAR CREEK COUNTY MAPPING  
 DEPARTMENT ON 11/14/19.  
 2. 70 REGULAR PARKING SPACES & 2 HANDICAPPED.

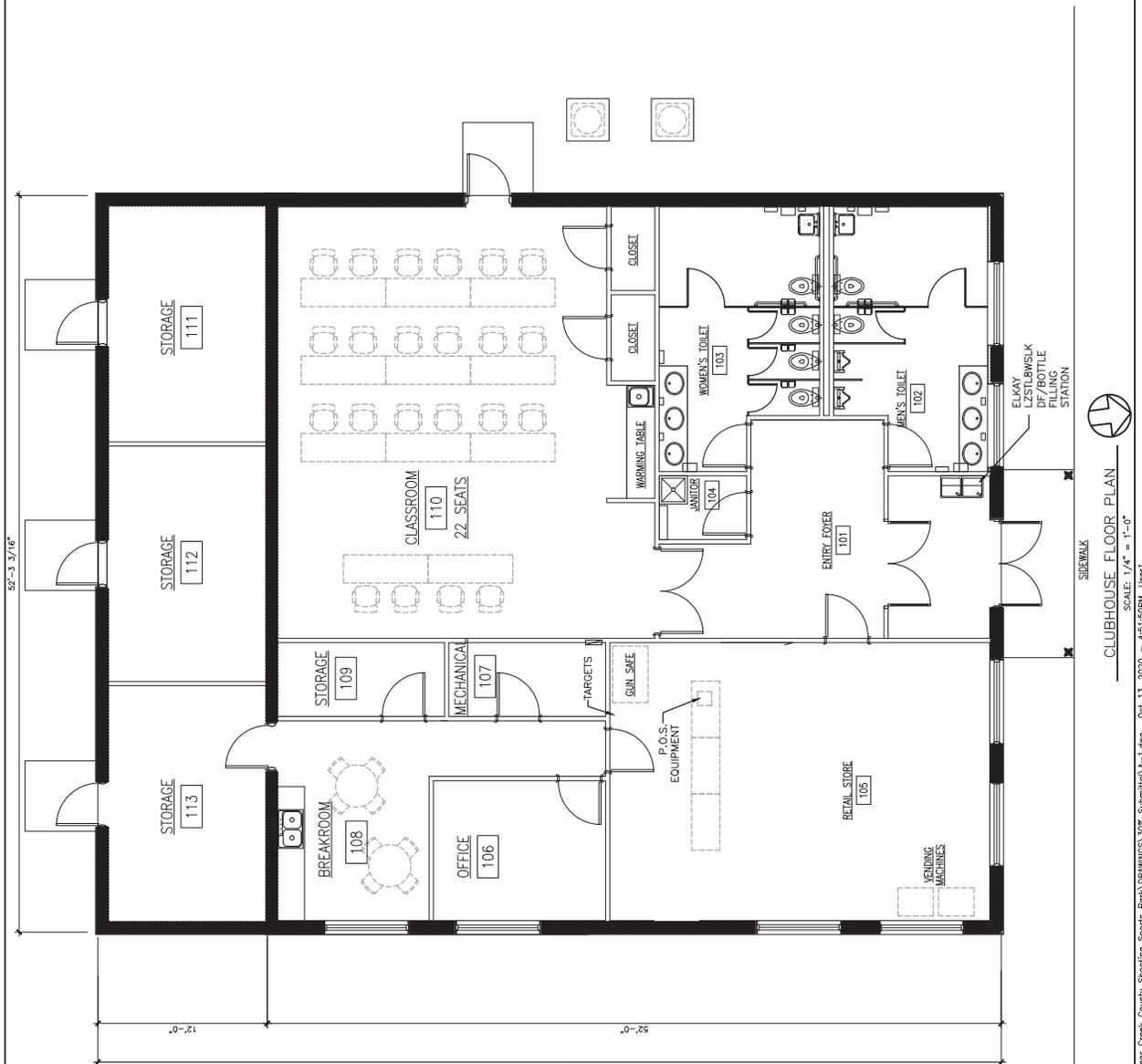


- LEGEND**
- 2 FT. CONTOUR
  - 10 FT. CONTOUR
  - GRANT BOUNDARY
  - PARCEL BOUNDARY

NOTE: If this drawing is printed 11"x17", this drawing is NOT TO SCALE or 1/2 SCALE

SPACE #	SPACE NAME	S.F.
100	ENTRY FOYER	276
102	MEN'S TOILET	189
103	WOMEN'S TOILET	193
104	JANITOR	28
105	RETAIL STORE	531
106	OFFICE	121
107	MECHANICAL	58
108	BREAKROOM	154
109	STORAGE	62
110	CLASSROOM	822
111	STORAGE	191
112	STORAGE	190
113	STORAGE	191
<b>TOTAL</b>		<b>3,290 SF</b>

**CLUBHOUSE PROPOSED PROGRAM SPACE**



CLUBHOUSE FLOOR PLAN  
 SCALE: 1/4" = 1'-0"

## **2.0 MARKET ANALYSIS STRATEGY**

### **2.1 GENERAL**

The Market Analysis Strategy is the delineation of the market which has been designated here in as a 50 mile driving radius from the Clear Creek County Shooting Sport Park site (CCCSP).

We conducted a population study of the area thru Zip Find and determined the number of Shooters within the area.

It was easily understood from the data that there is more range demand than there are shooting facilities and that this site was not limited, because of the great demand for shooting positions.

See Appendix A, the Service Market Area and Range Demand is appended hereto.

### 3.0 SPECIALTY RANGE SHOOTING DISCIPLINES ENVISIONED

This section describes the various types of shooting disciplines and styles of shooting (along with other related sports activities) envisioned to occur at CCCSP.

#### INTERNATIONAL DEFENSIVE PISTOL ASSOCIATION (IDPA)

The International Defensive Pistol Association (IDPA) is the governing body of a shooting sport that simulates self-defense scenarios and real-life encounters. It was founded in 1996 as a response to the desires of shooters worldwide.<sup>1</sup>

- The organization now boasts membership of more than 20,000, including members in 50 foreign countries.
- One of the unique facets of this sport is that it is geared toward the new or average shooter, yet is fun, challenging, and rewarding for the experienced shooter.
- The founders developed the sport so that practical gear and practical guns may be used competitively.
- An interested person can spend a minimal amount on equipment and still be competitive. The main goal is to test the skill and ability of the individual, not equipment or gamesmanship. “Competition only” equipment is not permitted in this sport.

Most IDPA competitors are members of a local IDPA club, and there are more than 300 affiliated IDPA clubs around the country.

- Every weekend there are weekly, monthly, regional or championship matches taking place at one of these clubs.
- IDPA’s major matches, such as state, regional and national championships, make up the main IDPA competition calendar.
- IDPA clubs hold 10 or more international championships and 60 or more US championships annually and have hundreds of clubs worldwide.
- Clubs partner with IDPA to hold matches using equipment suitable for concealed carry. By partnering with IDPA, clubs ensure that IDPA matches are held the same way the world over.
- IDPA makes it possible for clubs to put money back into the club by only charging a single yearly affiliation fee.
- Event Sponsorship lets companies put their products and services before shooters that may not have had the opportunity to see and experience them before.

According to the IDPA website, it is the fastest growing shooting sport.

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<sup>1</sup> <http://www.idpa.com/>

## UNITED STATES PRACTICAL SHOOTING ASSOCIATION (USPSA)

Practical Shooting is a sport that evolved from experimentation with handguns used for self-defense.

In 1976 an international group of enthusiasts interested in what had become known as "practical" shooting met in Columbia, Missouri. From that meeting came the International Practical Shooting Confederation (IPSC). In 1984, USPSA was incorporated as the U.S. Region of IPSC. Membership in USPSA automatically includes membership in IPSC.<sup>2</sup>

- USPSA's over 25,000 active members and over 400 affiliated clubs make it the largest practical shooting organization in the United States.<sup>3</sup>

For 20 years, USPSA competition has provided a test bed for equipment and techniques, many of which are now the standard for police and military training.

- Some of USPSA's top competitors are regularly employed as trainers for elite police and military units.
- Today, USPSA matches are conducted every week.

As the governing body of IPSC shooting in the United States, USPSA provides a wide range of competitive opportunities for shooters with regulated competition in six distinct divisions.<sup>14</sup>

- Each division within USPSA is determined by the kind of firearm used and ranges from production guns (the "stock cars" of the sport), to fully customized open guns (that are the "Formula 1 cars" of practical shooting). The six divisions are:
  - Handgun
  - Single Stack
  - Revolver
  - Rifle
  - Shotgun
  - Multi-Gun

According to the IDPA website there are nineteen (19) USPSA affiliated clubs located in Colorado, including one in Grand Junction (Action Pistol Group).

## SINGLE ACTION SHOOTING SOCIETY (SASS)

The Single Action Shooting Society (SASS) is an international membership organization formed in 1987 to preserve and promote the sport of Cowboy Action Shooting™. SASS serves as the governing and sanctioning body for the sport of Cowboy Action Shooting™ and Wild Bunch Action Shooting™ worldwide – ensuring safety and consistency in the sport. SASS members share a common interest in preserving the history of the Old West and competitive shooting in a

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<sup>2</sup> <https://www.uspsa.org/uspsa-about-history.php>

<sup>3</sup> [https://en.wikipedia.org/wiki/United\\_States\\_Practical\\_Shooting\\_Association](https://en.wikipedia.org/wiki/United_States_Practical_Shooting_Association)

safe, fun, family-friendly environment.<sup>4</sup>

- SASS endorses regional matches conducted by affiliated clubs, stages END of TRAIL The World Championship of Cowboy Action Shooting, promulgates rules and procedures to ensure safety and consistency in Cowboy Action Shooting matches, and seeks to protect its members' 2nd Amendment rights.
- Cowboy Action Shooting is a multi-faceted shooting sport in which contestants compete with firearms typical of those used in the taming of the Old West: single action revolvers, pistol caliber lever action rifles, and old-time shotguns. The shooting competition is staged in a unique, characterized, "Old West" style. It is a timed sport in which shooters compete for prestige on a course of different shooting stages.
  - Each scenario, as they are called, features an array of situations, many based on famous incidents or movies scenes, in which the shooters must test their mettle against steel targets.
- One of the unique aspects of SASS approved Cowboy Action Shooting™ is the requirement placed on costuming. Each participant is required to adopt a shooting alias appropriate to a character or profession of the late 19th century, a Hollywood western star, or an appropriate character from fiction. Their costume is then developed accordingly.
- Most SASS Affiliated Clubs hold annual matches of multiple days. Many include entertainment, social activities and special events. SASS Clubs conduct their matches in accordance with the current [SASS Shooters and SASS Mounted Shooters Handbook](#).
- SASS Sanctioned State Championships are part of the SASS National Shooting Program. Winners of these matches advance to the SASS Regionals.
- SASS Regionals are four day matches that support up to 300 or more shooters, are located near hotels and services, and will provide camping to any who wish to partake. These events will also support up to 50 or more vendors who provide a wide variety of products, services and prizes.
- Winter Range is the Single Action Shooting Society's National Championship of Cowboy Action Shooting, Encampment and Frontier Exhibition. The event is held annually at the Ben Avery Shooting Range north of Phoenix, Arizona and regularly has more than 600 competitors vying for the SASS National Championship.
- END of TRAIL is the World Championship of Cowboy Action Shooting & Wild West Jubilee; it takes place at SASS' [Founders Ranch](#) in New Mexico and is a five day event with hundreds of vendors and continuous entertainment and social activities.

According to the SASS website there are sixteen (16) SASS affiliated clubs located in Colorado.

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<sup>4</sup> <http://www.sassnet.com/>

## 3-GUN SHOOTING

One of the fastest growing shooting sports in the country right now is the action-packed multi-gun competition commonly known as "3-gun."<sup>5</sup> International Multi-Gun Association (IMGA) and USPSA are the two main 3-gun organizations. IDPA also puts on 3-gun competitions with their own set of rules, but they have a smaller following for their 3-gun competitions. IMGA is not an "official" association, but the IMGA 3 Gun rules are the rules most of the national matches go by (and what most local matches are loosely based on).<sup>6</sup>

- It's hard to imagine a more useful way to train civilians to be prepared for a situation in which they may need to use a firearm to defend themselves or their family. 3 Gun competitions use the exact weapons that a person would most likely use in a genuine self-defense situation and simultaneously put the shooter under the pressure of a time constraint by making the competition a race.
- The reason for the name is somewhat obvious; competitors use three different firearms – a modern sporting rifle (MSR), that is, a rifle built on an AR-platform; a pistol; and a shotgun. Matches generally involve courses where the shooter must move through different stages and engage targets in a variety of different positions. Each stage will generally require the use of different firearms and require the shooter to transition between them.
- The targets might include clay pigeons, cardboard silhouettes, steel targets of varying sizes and anything else the match organizer designates as a target. Distances of the targets might vary from 1 yard to 500 yards or anything in between. The shooter who hits the most targets – and avoids certain "no shoot" ones – in the least amount of time is the winner.
- Although local ranges might opt to alter the rules somewhat, most abide closely by those set up by the International Multi-Gun Association (IMGA) or the [United States Practical Shooting Association](#) (USPSA) [over 25,000 active members], which regulates some matches. Each of these organizations has [guidelines and rules](#), but the ability to adapt them for specific matches is what makes 3-gun competition dynamic and exciting.
- Just as it is with the practical pistol matches, 3-gun simulates combat or self-defense situations. A stage provides a certain scenario for using one or more of the guns in a specific sequence. Each stage in each match will usually be different than any a participant has shot before.
- Equipment
  - Rifles: Most serious competitors choose MSRs in .223 caliber with fairly short barrels in the 18- to 20-inch range and 30-round magazines. But any semi-auto that will handle larger magazines are normally permitted.

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<sup>5</sup> <http://www.nssf.org/events/featurette/2012/0712.cfm>

<sup>6</sup> <http://www.3-gun.com/3-gun-divisions.html>

- Shotguns: Any reliable autoloading or pump-action shotgun will work. For serious competition, it should have an extended magazine tube, a good set of sights and interchangeable chokes. Both shotshells and slugs are used in most 3-Gun matches.
- Pistols: Most shooters use 9mm semi-autos, but the .38 Super and .40 S&W are also popular in some divisions.
- Accessories: Each shooter needs a holster for the pistol and some sort of belt/pouch system to carry extra magazines and ammo.
- Divisions. The division definitions vary based on the specific match, but the basics remain the same.
  - Limited: This is the entry-level division due to the light equipment requirements.
  - Tactical: This is the most popular division with the stiffest competition among 3-gun competitors.
  - Heavy Metal (HeMan)
  - Open: The "almost anything goes" division
  - Outlaw Open: As long as it's safe, everything really does go in this division.
- Matches. Two of the largest sanctioned 3-gun matches are held annually.
  - The Superstition Mountain Mystery 3-Gun event is held in Mesa, Ariz., in March.
  - The Rocky Mountain 3-Gun Championship takes place in August at the NRA Whittington Center in Raton, N.M.
  - The NBC Sports series "3-Gun Nation" has a professional circuit featuring the top 64 ranked shooters in the country who compete in a points series that ends in a year-end shoot-off for \$50,000.

According to the 3-Gun.com website there are four (4) 3-Gun competition sites located in Colorado.

## **PRECISION RIFLE SERIES (PRS)**

The Precision Rifle Series (PRS) was created to organize a championship style point series race of the best precision rifle competitions and shooters in the nation. Scores are formulated and recorded to track the status, profile, and ranking of shooters bringing more exposure to shooters and the sport alike in an effort to grow the popularity of rifle competitions and sport throughout the nation.

- The mission of PRS is to promote and grow the sport of long-range precision shooting competition in a safe, fair, and practical manner for shooters of all skill levels and ages. Its vision is to make the sport of Precision Rifle accessible to all who wish to participate regardless of age, gender or location.
- PRS had a successful inaugural 2012 season taking in 164 members that participated in the series events. The PRS was able to pay back over \$20,000 dollars to the Series Finale

event to award the top shooters that made it to first ever match you had to qualify to shoot in.

- By 2016, PRS membership grew to over 1,800 members and the matches went from 17 to 36.

The Precision Rifle Series (PRS) is a yearly point race for several series including the PRS Bolt Gun Series, PRS Gas Gun Series, and the PRS Club Series. The intent is to provide a national framework as the aggregation point for local, regional and national matches, tracking of scores and the growth of the practical, long range rifle discipline.

- By providing structure and governance the growth of the discipline has been exponential since the PRS was launched in 2011 thanks to the exceptional coalition of the match directors, shooters and sponsors participating in the PRS.<sup>7</sup>
- The outlaw nature of the sport has made this a very unique collection of matches in all of the series. Matches are run very differently, focus on different fundamentals and include a vast number of stressors; no two matches are the same! This provides for regional variances that are unique and very challenging.
- Born out of Military, Law Enforcement and Hunting scenarios, the practical application of the precision rifle is the underlying theme for all series.
- The PRS Bolt Gun Series is the original PRS series. There are three divisions:
  - Open
  - Tactical
  - Production
- Starting in 2017 the PRS will begin scoring shooters in accordance with their designated classification. The classifications are:
  - PRO: Finish in the top 50 at the end of the PRS Season following the Finale.
  - Semi-Pro: Finish between 51st and 250th at the end of the PRS Season not counting the Finale.
  - Amateur: Finish lower than 250th at the end of the PRS Season not counting the Finale.
- There are 34 PRS Points Race Matches scheduled throughout the country in 2017, including the Mile High Shootout in Saguache, CO.

## **F-CLASS SHOOTING – THE UNITED STATES F-CLASS RIFLE TEAM**

By far the fastest growing precision rifle shooting sport, F-Class is shot prone at distances of 300 to 1200 yards. Competitors may use almost any caliber rifle up to a .338, a scope, and a front and rear rest or bipod. F-Class shooters use targets half the size of (and often shoot concurrently with) the world's long-range Palma shooters. F-Class is an ideal sport for beginning competitive shooters, male and female, young and old.<sup>8</sup>

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<sup>7</sup> <https://www.precisionrifleseries.com/>

<sup>8</sup> <http://www.usfclass.com/>

The first ever F-Class United States Championship match was held in October 2004 at the famed Butner, NC National Guard Training Range #4. There were 135 shooters participating from 30 different states and 4 different countries.

- There were two classes contested over the 3-day match
  - Target Rifle (T/R) and F-Class Open (F/O).
- There were 46 T/R and 89 F/O competitors in all. Some of the special categories being contested were Top Female, Top Senior, and Top Junior.
  - There were 3 woman, 2 juniors, and 7 seniors competing for these awards.

The F-Class World Championships are held every four years at different hosting countries, similar to the Olympic Games.

## 4-H WESTERN HERITAGE PROJECT

The 4-H Western Heritage Project combines a comprehensive study of the Old West with the fastest growing shooting sports discipline in the world – western action shooting. The purpose of this project is to provide an avenue for 4-H members and adult leaders to experience the lifestyles and cultures of the Old West from the period of around 1860-1900 through a living history approach to learning while instilling the concepts of gun safety and personal responsibility. Members dress in Old West clothing, shoot replica firearms of the frontier period, and expand their knowledge of U.S. history.<sup>9</sup>

The project started as a way to retain older 4-H members in shooting sports beyond BB gun and air rifle years. It is an advanced and action-oriented discipline that quickly evolved into an effective approach to teaching American history. After observing 4-H members drop out of shooting sports when they reached middle school and high school years, a few informal interviews revealed that young people were simply bored. This was particularly true for 4-H members less interested in high-level competition. Many had met their goals of becoming safe, responsible gun handlers, as well as better marksmen, and the interest of putting a pellet through a piece of paper in traditional 4-H shooting sports projects had lost its appeal.<sup>10</sup>

4-H Shooting Sports outcomes include:

- Learning and applying the fundamentals of the safe handling of firearms.
- Placing life-skill development over competition.
- Providing an enjoyable and action-oriented shooting sports activity that attracts and retains 4-H members and their families.
- Promote 4-H Cowboy Action Shooting and historical study to 4-H programs across the nation.

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<sup>9</sup> <http://www.4-hwesternheritageproject.org/>

<sup>10</sup> *Reliving the Old West: One Shot at a Time* by Todd Kesner

Each year culminates in a championship event where 4-H members shoot for the fastest time, take a history exam, and have their clothing knowledge assessed. It's not always the fastest shooter who wins.

The Western Action Shooting portion of this project is arguably the fastest paced, most exciting, and spectator friendly project in 4-H shooting sports. Shooters dressed in Old West garb compete against the clock by firing at steel or cardboard targets at various distances with period firearms such as single action revolvers, lever action rifles, and double-barreled shotguns.

- Scoring is based on accuracy and the time that elapses between the initial buzzer and the last shot. Each missed target is penalized by the addition of five seconds to a competitor's time.
- During a shoot, 4-H participants travel through a series of stages in a posse (group of shooters) along with an adult range officer. Stages consist of a series of targets set up at distances appropriate for revolvers, rifles, and shotguns.
- The props of the stage may be as elaborate as a façade of a building, like the front door of the sheriff's office, the window of the church, or just outside the door of the jailhouse, or as simple as engaging targets over a table near a campfire and bedroll.

## 4.0 CCCSP COMPETITIVE ANALYSIS

Below is a review of shooting ranges, gun clubs, and related shooting sports facilities in a broad area around the CCCSP. We identified 30 facilities to see what other facilities are doing and charging. They represent a wide range of sizes, shooting skills supported, types of memberships, etc.

### 4.1 SHOOTING FACILITIES

#### 1. Rocky Mountain Gun Club, Grand Junction CO – <http://www.rmgcgj.com/>

- Western Colorado's largest, most advanced public indoor shooting facility, with over 45,000 square feet of amenities, including:
  - 14 Lane Pistol Range
  - Open Bay for Tactical Training with 6 rifle lanes
  - 18 Lane Archery Range
  - TI Use of Force and Firearms Training Simulator
  - 6000 square foot retail space, covering Firearms, Archery, Gear, and Accessories
- Membership is not required. The public is welcomed to enjoy the state-of-the art facility. Lane fees start at \$15; there's a large assortment of rentals available.
- Range Use Pricing
  - Shooting Range - \$15/2 Hr. Session Archery Range - \$10/Day
  - Archery 10 Punch Pass - \$75
  - Kids Under 18 - \$5
  - \*Tac Bay Reservation - \$50/2 Hr.
- Membership Pricing
  - 1 Year Membership \$275 annually or \$25/month with an annual commitment.
  - 6 Month Membership \$180
  - 1 Month Membership \$45
- Rental Pricing
  - \*Full Auto - \$25+Ammo
  - \*Semi Auto - \$20+Ammo
  - \*Crossbow - \$20
- Other Pricing
  - \*TI Simulator - \$25/30 min - \$40/1 Hr.
  - Classroom Rental - \$25/Day
- Lounge Area - \$25/Hr.
  - w/Range access - \$25/Head per 2 Hr. Block
  - w/Range access & Rentals - \$35/Head Per 2 Hrs. Block
- 1 on 1 Training - \$50/Hr.

2. **Grand Junction Trap & Skeet Club, Grand Junction CO** – <https://www.facebook.com/pages/Grand-Junction-Trap-Club-Inc/115470655149169>
  - (No web site)
  - Public range; club board of directors
  - 5-Stand
  - Skeet shooting
  - Trap shooting
  - \$60,000 grant in 2015 from Colorado Parks and Wildlife for expansion
  
3. **Broken Spoke Game Ranch, Whitewater CO** – <http://www.brokenspokegameranch.com/>
  - Private pheasant hunting ranch
  - Trap shooting
  - Outdoor archery range
  
4. **Delta Trap Club, Delta County, CO** – <http://www.deltatrapclub.org/>
  - Private membership
  - Host numerous ATA shoots annually
  - 12 trap fields with automatic throwers; five lighted fields
  - 66 RV spaces with electricity (open for major shoots)
  - Club house with food services (during leagues and scheduled shoots)
  - 46 miles from Palisade (52 minutes)
  - Traps are operated by Briley coin/smart card trap controllers. Non-members can purchase coin tokens good for one round each for \$5.00. Members can purchase tokens for \$4.00 each or purchase a smart card for \$4.00 and add rounds for \$4.00 each. Any number of rounds can be added to a card.
  
5. **The Rifle Sportsmen's Club, Rifle CO** – <http://www.riflegunclub.com/>
  - Private membership
  - Rifle range
  - Pistol range
  - Trap range
  - Facility used by GARCO Sheriff's Dept. for training
  
6. **Cedaredge Rod & Gun Club, Cedaredge CO** – <http://cedaredgerodandgunclub.com/>
  - Private membership
  - 5 covered benches for 25-200-yard rifle shooting
  - 3-25-yard pistol range; 6 positions
  - Shotgun range with manual clay thrower
  - One archery backstop

- Bench Rest Rim-Fire Silhouette Shoot entry fee. \$10 for Members, \$15 for non-members.
7. **Colorado West Gun Club/Stengel Gun Shop, Hotchkiss CO --**
- (No web site; info from [www.shooting.org](http://www.shooting.org))
  - Outdoor Skeet range
  - Outdoor Trap range
8. **Montrose Rod & Gun Club, Montrose CO – <http://montrosegunclub.com/>**
- Private membership
  - Indoor range (in the City of Montrose); pistols and .22 L.R. caliber rifles
  - Outdoor range (5 miles east of Montrose on U.S. Highway 50)
  - Three practical pistol ranges
  - One tactical pistol range
  - One rifle range
  - Two shotgun ranges
  - Cowboy Action Shoots, 5 Stand Sporting Clays and Silhouette Shoots have become part of the landscape at the outdoor range.
9. **San Juan Shooting Range, Montrose CO) – <http://www.sanjuanrange.com/>**
- Handgun classes are offered and taught at the range
10. **Glenwood Springs Gun Club, Glenwood Springs CO**
- No web site; info from City of Glenwood Springs Parks & Recreation)
  - Private membership
  - Rifle range
  - Pistol range
11. **Roaring Fork Valley Sportsman's Association, Basalt CO – <http://www.basaltshootingrange.org/>**
- Private membership; also open to the public
  - Trap range
  - Skeet range
12. **Eagle Valley Rod and Gun Club, Gypsum CO – <http://www.gypsumgunclub.com/>**
- Private membership
  - Pistol range
  - Rifle range
  - The Pistol and Rifle Ranges are covered shooting areas
  - Stationary back stop at 25, 50, 100, and 200 yards for the rifle range
  - The yardage for the pistol range can be varied with movable back stops

- The pistol range also has 2 racks with 6 lay down steel plates
- 5-stand shotgun range
- Trap shooting ATA style
- Club house and Education Center

**13. Green River Shooting Sports Park, Inc., Green River UT – <http://grshootingpark.com/>**

- Private membership; also open to the public
- 100-yard rifle range
- 600-yard rifle range
- Cowboy Action range
- Trap range
- Archery range
- Covered benches

**14. Vail Rod & Gun Club (Lazy J Ranch), Wolcott CO –**

<https://www.facebook.com/pages/Lazy-J-Ranch-Vail-Rod-Gun-Cub/261009653>

- (No web site; info from <http://shooting-ranges.armsrack.com/>)
- Sporting clays
- 5-stand shotgun range

**15. Gunnison Sportsmen's Association, Gunnison CO – <http://gunnisonsportsmens.com/>**

- Private membership; also open to the public
- Rifle range with target stands at 25, 50, 100 and 200 yards plus heated indoor and outdoor concrete shooting benches
- 600-yard rifle range equipped with concrete benches and target stands at 300, 400, and 600 yards
- Outdoor pistol range with electronic turning target stands at 25 and 50 yards; includes sheltered firing line
- Trap range with 4 houses
- Skeet range with 1 field
- Five earthen berm bays of varying width and depth for handgun and light rifle shooters, principally used by the IPSC group and law enforcement agencies for training
- Clubhouse with attached 50-foot, 9 position indoor pistol range
- Grant received from Friends of the NRA for establishment of an Archery range

**16. The Bears Ears Sportsman Club, Craig CO – <http://www.bears ears.org/>**

- Private membership; also open to the public

- Cowboy Action Shooting, 3 Gun Competition, Bowling Pin shooting, NRA Bullseye competition

**17. Hayden Public Shooting Range, Hayden CO** – <https://www.facebook.com/pages/Hayden-Public-Shooting-Range/257220741141933> (No web site)

- Free outdoor range operated by Colorado Parks & Wildlife with accommodations for long gun, pistol and shotgun
- The range features 100, 200, and 300-yard rifle and pistol ranges

**18. Vernal Rod & Gun Club, Vernal UT** – <http://www.vernalgunclub.com/>

- Private membership
- Handgun/.22 rifle range; 15 positions
- 13 trap fields; 2 lighted
- 122 R.V. spaces
- Clubhouse
- Lodge

**19. Silver Bullet, Wheat Ridge, CO** – <http://www.silverbulletshootingrange.com/>

- Public range
- Small indoor range
- 25-yard, 5 positions; ammo up to 30.06 caliber
- Small retail facility
- 230 miles from Palisade (3.5 hours)
- The Silver Bullet Shooting Range currently charges \$18.00 per shooter for at least one hour of range time per visit

**20. The Shootist, Englewood, CO** – <http://shootistgunrange.com/>

- Range available to members and the public
- Indoor Pistol Range  
All pistol and rimfire calibers
- One 25-yard range, 10 positions
- Minimal retail facility with gun rental

**21. Family Shooting Center at Cherry Creek State Park, Aurora, CO** – <http://www.familyshootingcenter.com/>

- Public range located at Cherry Creek State Park
- One rifle range, 12 positions, shooting at 50 and 100 yards
- One 12 ½-yard pistol range, 10 positions
- Shotgun ranges (pedestal trap, American Trap, 5-stand sporting clays)
- One ATA Trap Range

- Indoor Classroom
- [http://www.familyshootingcenter.com/fees\\_services/fees\\_services.html](http://www.familyshootingcenter.com/fees_services/fees_services.html)

**22. The Firing Line, Aurora, CO** – <http://www.firinglineonline.com/>

- Range available to members and the public
- Indoor Facility, co-located with full-service retail gun store
- 16 bay, 50 foot handgun and .22 rimfire rifle range; divided into two sides (public side and private side)
- 247 miles from Palisade (4 hours)
- General Public fees: \$16.00 per person  
Members range fees: \$8.00 per person  
Law enforcement / Active duty military: \$8.00 per person  
Rental handguns -- \$10.00 per gun, no time limit  
There is no time limit & these fees are per visit

Individual Membership -- \$140.00 for the first year and \$125.00 per year thereafter

Family Membership -- \$190.00 for the first year and \$175.00 per year there after

**23. Boulder Rifle Club, Boulder County, CO** – <https://www.boulderrifleclub.com/>

- Private membership; public use first full weekend of the month April through August, every full weekend in September and October
- April-August: \$10 per non-member age 18 or over. Under 18 using same firing position = \$0
- Sept.-Oct.: \$10 per firearm for 100 yd. range, \$10 per individual (includes under 18) for 25/50 yd. ranges
- BRC Lite members \$5 per person

South Range

- 4 acres
- One 200-yard rifle range, 10 positions
- One 100-yard rifle range, 12 positions
- One 50-yard square range, 20 positions
- One 25-yard square range, 10 positions
- One indoor pistol range; 50 foot, 12 positions
- Trap area
- Permanent Pit Toilets (4 total)

North Range

- 10 acres
- 200-yard range, 8 positions
- 25-yard range, 8 positions (enclosed heated shooting positions)

- 50-yard range, 6 positions
- 100-yard range, 6 positions
- One pit toilet

**24. Green Mill Sportsman's Club, Weld County, CO – <http://www.greenmillsportsman.org/>**

- Private membership
- At this time the club currently has a waiting list exceeding 100 prospective new members.
- 80 acres
- One 25-yard pistol range, 12 positions  
One 50-100-200-yard combined rifle range, 20 positions
- Both the above ranges have covered firing positions
- 2 Trap Range
- One 50-yard pistol range for Police Training
- One 100-200-yard rifle range for Police Training
- Archery Range and Archery Field Course Range
- Permanent pit toilets (2)
- Storage classroom building approved for construction
- One 100-yard .22 rimfire only metallic silhouette range
- 254 miles from Palisade (4 hours)
- Hunter Site In - Cost: \$10 per gun per shooter

**25. Golden Gun Club, Watkins, CO – <http://www.goldengunclub.com/>**

- Private membership
- 160 acres
- Three rifle/pistol ranges contain 12 shooting positions each
- All shooting points are covered
- Target points from 3 yards to 500 yards
- 80 firing positions
- 11 Shotgun ranges
- 6 Skeet fields
- 10 Trap fields
- 3,000 sq. ft. Club House with pro shop and restrooms
- Multiple port-a-potties on ranges
- 258 miles from Palisade (4 hours)
- Skeet and Trap / (25 targets) / Member - \$5.00 / Guest - \$7.50

**26. Colorado Clays Shooting Park, Brighton CO - <https://www.coloradoclays.com/>**

- Colorado Clays is open to the public and memberships are not required. The Shooting Park specializes in accommodating both competitive and recreational shooters of all

ages and abilities. Shooting courses and clubhouse are handicap accessible. Shot gun rental and golf carts available.

- It includes the region's widest variety of clay target shooting, including Sporting Clays, Skeet and Trap, or rifle and pistol shooting.
- Colorado Clays features year-round action with a fully automated Sporting Clays course set among some of the region's most interesting terrain. Stations are presented along a beautiful cottonwood creek bottom that is reached by foot or golf cart, on a winding path through the course. The course offers restrooms and water on the path and is handicap accessible.
- The course features 15 stations that are fully automated, including a 60' tower and a 20' elevated platform that is sure to challenge all shooters. Targets are regularly changed on the course to assure a continuous variety for shooters. The automated system also allows you to enjoy the course as a single shooter with a delay option.
- Colorado Clays has 8 Trap ranges that are voice or manually controlled for your convenience. The very best in high quality automatic trap machines, allowing for plenty of room to enjoy the sport at your leisure. The concrete sidewalks and station marks from 16 to 27 yards are all set to ATA specifications.
- Clay Target Pricing:
  - Sporting Clays Round 100 targets – \$38.00
  - Trap/Skeet 25 targets – \$7.00
  - 10 round punch card for Trap/Skeet – \$63.00
  - Golf Cart Rental – \$20.00
  - Shotgun Rental – \$25.00
  - Gun Transfer – \$40.00
  - Rifle & Pistol Range: \$20 per shooter/per hour.

**27. Kiowa Creek Sporting Club, Bennett, CO – <https://www.kiowacreek.com/>**

- Kiowa Creek Sporting Club features year-round sporting clays action on one of the finest sporting clays courses in the country. The course is laid out along a wooded section of Kiowa Creek. Users can reach each of the sporting clays stations, by foot or golf cart, on a winding path through the course.
- The course features 24 stations fully automated, including a 120' tower with two independent platforms each holding two machines. This allows maximum flexibility in target presentations and simulation of the most realistic targets possible. The automated system also allows you to enjoy the course as a single shooter with a delay option.
- Our archery range features the following:
  - Target range includes 20, 30, 40, 50- and 60-yard paper targets
  - 3-D range has full spectrum of life-sized targets at distances of 20 to 60 yards

- 3-D range replicates most hunting scenarios
- Broadhead use approved for several targets in the 3-D range
- Yearly Memberships:
  - Individual - \$225
  - Corporate - \$2,500
- Also open to non-members
- Pricing
  - Sporting Clays: Non-members \$45 first 100 targets; \$40 second 100 targets / Members \$32 first 100 targets; \$27 second 100 targets
  - Archery Range: Non-members \$10 first hour; \$5 second hour / Members \$7 first hour; \$5 second hour

**28. Berthoud Gun Club, Larimer County, CO – <http://www.berthoudtrapclub.com/>**

- 10-acre facility
- 2 Trap Ranges (ATA)
- 22 Rimfire Range
- Muzzle Loader Range
- Archery Range
- No Center Fire
- Ranges have lights
- Trap - Prices:
  - Members: \$5.00/round, 10 round punch cards for \$45.00
  - Non-members: \$6.50/round, 10 round punch cards for \$60.00
  - Trap-range memberships: \$50/individual, \$75/family

**29. Quail Run Sports, Kiowa CO – <https://www.quailruncolorado.com/>**

- Set on a beautiful 350 acres of treed creek-bottom and rolling grass lands in Kiowa, Colorado, Quail Run Sports is one of the best shooting sports facilities in Colorado. It offers two Sporting Clay courses with over 20 stations, Trap, Skeet, and 5-Stand ranges, along with three outdoor handgun, and rifle ranges. Quail Run Sports has three large hunting fields for the bird hunter and sporting dog training areas. Quail Run Sports also has one of the largest 3-D archery ranges in Colorado.
- Sporting Clays: Offering the shotgun enthusiast and upland hunter a high quality and challenging experience. Quail Run offers two Sporting Clay Ranges, 22 sporting clay stations, 5 stand, and trap. With two Sporting Clay Courses there's always a course available.
- Handgun and Rifle Ranges: For the handgun and rifle shooters there are three shooting ranges soon to include a 100-yard rifle range. At Quail Run, you can shoot any caliber from .22 up to and including .50 BMG.
- 3-D Archery and Target Range: Quail Run has one of the largest 3-D archery hunting and targets ranges in Colorado.
- Quail Run Yearly Memberships:

- Family - \$275
- Individual - \$225
- Sporting Clays Only - \$120
- Couples Clays Only - \$175
- Frontier Archery Club Membership-\$130
- Archery Only - \$50
- Handgun Range Only - \$50
- Also open to non-members
- Pricing
  - Sporting Clays: Non-members \$.42 per clay / Members \$.30 per clay
  - Handgun and Rifle Ranges: Non-members \$20.00 per day / Members \$15.00 per day (includes Target backers)
  - 3-D Archery and Target range: Non-members \$15.00 per day / Members \$10.00 per day

**30. Ben Lomond Gun Club, Elbert County, CO – <https://www.blgc.org/>**

- Private Club with memberships – 560 acres
  - 35-yard pistol ranges; this area contains 8 full berm ranges
- One 100-hundred-yard covered bench rest range
- 200/300/400/500/600-yard-high power rifle range
- 100-meter small bore silhouette range; supports all small-bore rifle shooting and match requirements
- 6 competition berms for HPPS and Cowboy competitions
- Sporting Clays; 3 story, 5 station sporting clay towers.

## **4.2 KEY FINDINGS FROM THE COMPETITIVE ANALYSIS**

There are a couple notable key findings:

1. Over half of the facilities are smaller “mom and pop” type ranges that a very small and support a very limited scope of shooting sports.
2. Nearly all of the facilities have a membership plan of some type; most also allow non-member public access.

## 5.0 MARKETING STRATEGY

### 5.1 Overview

The CCCSP is a consumer education, service and entertainment business. As such, it should include several approaches to attracting and retaining customers/guests. These should include:

- Media advertising, especially upon the park's opening. Social media marketing will play a very important part in amplifying word of mouth advertising,
- Web site marketing to keep the general public advised of range development and special events.
- Press releases and drives for annual, 5 year, and Life memberships.
- Special events on a regular basis, including both sanctioned and "fun" tournaments, trick shooting exhibitions, Women's Day Event, Father-Son events, and others.
- Direct sales to corporate clients and charitable organizations for team building and charter shoots. This will emphasize large corporate clients with a strong outdoor orientation, such as the construction industry and firms that employ hunters.
- Partnering with meeting, event planning, and convention firms.
- Co-marketing campaigns with firms that have similar client bases.

### 5.2 Market Segments

CCCSP should also target specific market segments and create separate services, events, and pricing structures to service those segments. Primary market segments include:

- **Corporate.** This will entail both advertising and corporate events. It's realistic to anticipate that specialty- ranges corporate events can generate a substantial portion of CCCSP revenues and be one of its most profitable market segments.
- **Charitable organizations.** When people attend charitable events, they are by definition open to giving money to support their cause. For CCCSP, this means that attendees at charitable events are much less price sensitive than everyday casual shooters
- **Outdoor groups.** This will include groups and organizations that have always had an interest in firearms and firearm safety, such as the Boy Scouts, Girl Scouts, NRA, NSSA, NSC, and 4H.
- **Firearm and ammunition manufacturers.** It is also realistic to expect CCCSP to derive advertising revenues from manufacturer's and equipment distributors, as well as participation in co-marketing campaigns.
- **Men.** Even though men comprise 49.2% of the U.S. population, traditionally, they have comprised 90% of the customer base at shooting ranges. CCCSP plans to aggressively target the existing male population with competitive and non-competitive events and programs that appeal primarily to men.
- **Women.** Women make up 50.8%% of the U.S. population. Women's interest in firearms and shooting has been growing dramatically in the last 6 years. Women are also much more likely to take training classes and obtain Conceal Weapon Permits. CCCSP will be offering special events (such as Women's Day) and training classes designed specifically for women.
- **Families.** Although it may seem redundant to speak of men, women, and families as separate market segments, it is important to set up targeted campaigns and events appealing to each separately. Attracting young men is a very different proposition than families with

preadolescent children.

## 5.3 Events

Some of the services and events CCCSP should plan to offer might include:

- Sight-In Days
- Fun competitions
- Open public shooting for individuals or groups
- Shooting events for any size group
- Customized shooting events in most all disciplines
- Charity fundraisers
- Corporate and private group outings
- Individual and group shooting lessons with certified instructors

## 5.4 Advertising

CCCSP should plan to differentiate itself from the competition by implementing aggressive ongoing campaigns promoting the complex and all the special events being held there. Planned media channels include outdoor billboard, radio, print, direct mail, and Internet.

## 5.5 Social Media Marketing

Interviews with Park Directors at other ranges reveal that the one most important factor in driving traffic to their range is word of mouth advertising. For that reason, CCCSP plans to implement a very aggressive social media marketing program based on a four-part strategy:

- Promote the Experience
- Create the Experience
- Capture the Experience
- Share the Experience

CCCSP's emphasis on creating an entertaining experience will be leveraged by capturing that experience in forms that its customers can easily share with others. To do so, CCCSP will employ photographers and videographers to capture the experience in digital formats that can be easily shared with friends and family via email, Facebook, YouTube, Pinterest, and many other social media sites. This will truly enable CCCSP to tell its story and allow its customers to share the drama of their experience.

## 6.0 USER FORECAST

### 6.1 Methodology

We will be using several of formulas for the calculations in this report. The trade association National Shooting Sports Foundation “NSSF” provides a methodology guideline on how they determine the potential number of users that may be expected at a public range. The factors used in their calculation include drive time to a range, population, and demographic composition of people living within a specific radius of the range location. They strive to take into account a number of variables. Following is a short explanation, followed by a “what if” scenario the NSSF methodology could be applied to CCCSP.

The NSSF has found that most shooters around the country on average will drive approximately 45 minutes to use a range. A National Association of Shooting Ranges (NASR) national survey found that an average shooter will drive on average 33.1 miles (one way) to participate in target shooting. CCCSP and the greater surrounding area are generally considered to be a growing region both in terms of population and visitors. Traffic congestion is not always predicable and drive times vs distance is not consistent.

### 6.2 Potential User Forecast “Load Occupancy Ratio” (LOR)

Next, is “Load Occupancy Ratio” (LOR). This formula style has been used in the Hotel/Motel business model. Basically, you take a percentage of 100% capacity. An example would be 40% of that total as guest count on any given time period. The business income at this level should exceed normal expenses and show a profit. In the shooting sports area with ranges this has been used for years as a guide/goal for operators that has worked very well. While some facilities have a much higher use rate, keeping the expense side at or under the 40% level is key. All signs are that the region around CCCSP should be able to support a LOR of 40%

Last, but equally critical is the Spirit, Philosophy and Culture of the facility and staff/team running the operation. The shooting sports is a mentored one, taught and passed on to others. In order to grow the sport and your business the operators must serve the population with excitement, compassion and humility.

All three of these areas will help show and build the possibilities of the facility.

*The final version of (SPC) area will be done along with the GM. There is a sample at the end of this report.*



<b>Potential 100% Shooting Lane Sales</b>	<b>\$512,400</b>
<b>Potential Overall Income</b>	
Range Sales (40% Occupancy Rate)	\$204,960
Members (75% of 1,220 @\$120)	\$109,800
Sales Profit	\$17,216.64
Education Sales (25 Week, 11 Student @ \$100)	\$27,500
Classroom Lease (\$100/4 hours x2 per week x 25 Wee	\$5,000
<b>Potential 1 Year Revenue</b>	<b>\$364,476.64</b>

### 6.3 Membership Plan

The most successful shooting sports operations have various types of Membership Plans. Generally, plans offer members certain benefits not available to the general public. For example, membership plans may offer discounts on range use and priority access during the busiest days or discounted items at the retail shop. The advantages of memberships to the range operator is consistency and predicable cash flow.

Example of typical membership benefits include:

- Complimentary guest passes for members' friends
- Priority lane reservations
- Reduced fees for classes
- Retail shop discounts
- Discounts for added family memberships
- Free use of hearing and eye protection
- Early announcement and reservations to special events
- Special Membership plans for groups, such:
  - Corporate Memberships
  - Family Membership
  - Club Membership

As CCCSP attains a strong reputation for a quality shooting experience and the infrastructure to support shooting, educational and social events, etc., the Membership Program will take off.

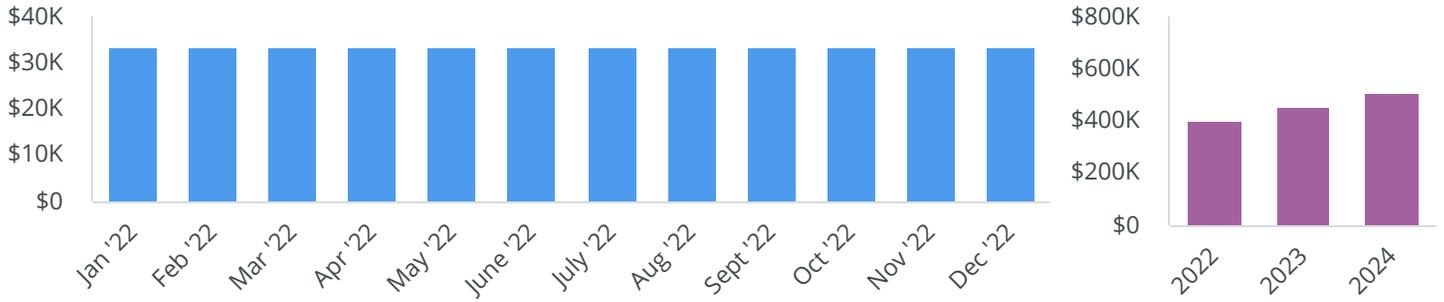
# **Clear Creek County Shooting Sports Park**

2022-2024 Forecast

Original Forecast

Generated November 20, 2020

# Revenue



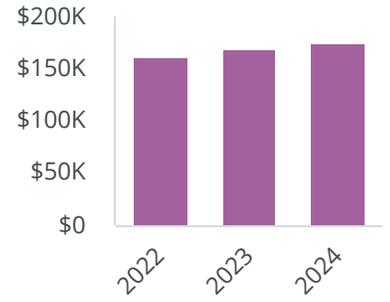
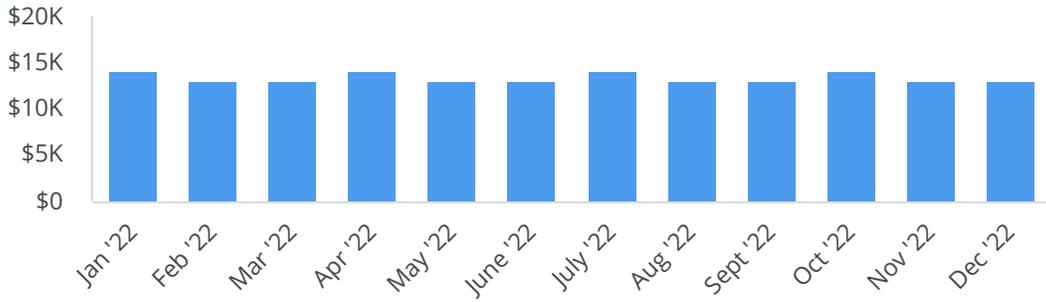
Revenue	2022	2023	2024
Range Time	\$204,960	\$235,704	\$259,274
Memberships	\$109,800	\$124,440	\$139,080
Education / Training	\$27,504	\$31,629	\$34,791
Classroom Space Lease	\$5,004	\$5,754	\$6,329
Retail Sales Gross Revenue	\$53,280	\$61,272	\$67,399
<b>Totals</b>	<b>\$400,548</b>	<b>\$458,799</b>	<b>\$506,873</b>

# Direct Costs



Direct Costs	2022	2023	2024
Retail COGS	\$34,632	\$39,827	\$43,809
<b>Totals</b>	<b>\$34,632</b>	<b>\$39,827</b>	<b>\$43,809</b>

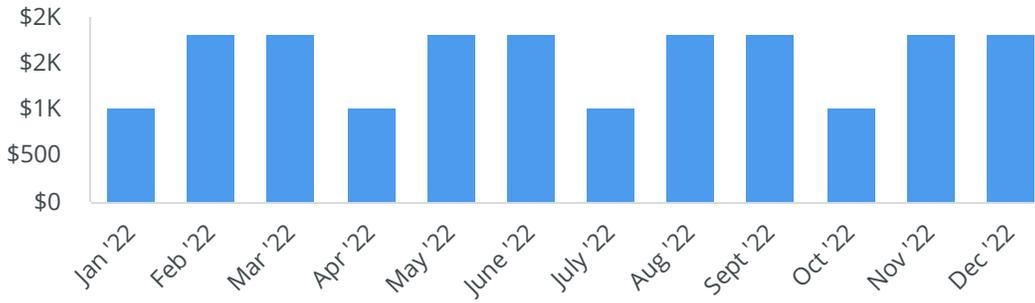
# Expenses



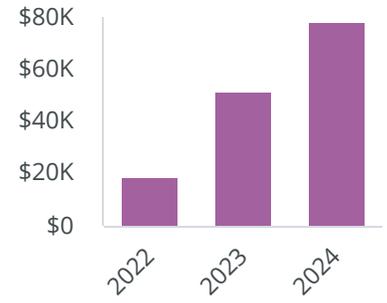
Expenses	2022	2023	2024
Maintenance (Standard)	\$12,000	\$12,000	\$12,000
Utilities	\$6,000	\$6,300	\$6,300
Liability Insurance	\$7,500	\$7,725	\$7,956
Credit Card Fee's (80% of sales)	\$9,613	\$11,011	\$12,165
Range Repairs	\$24,396	\$24,396	\$24,396
Legal	\$3,000	\$3,000	\$3,000
Accounting	\$6,000	\$6,000	\$6,000
Advertising	\$12,000	\$13,000	\$14,000
Business Advisor	\$30,000	\$33,000	\$36,000
Business Advisor Onsite Visits	\$4,000	\$4,400	\$4,600
Sinking Fund	\$48,000	\$48,000	\$48,000
<b>Totals</b>	<b>\$162,509</b>	<b>\$168,832</b>	<b>\$174,417</b>

# Projected Profit & Loss (1 of 2)

Net profit in 2022



Net profit by year



Projected Profit & Loss	2022	2023	2024
<b>Revenue</b>	<b>\$400,548</b>	<b>\$458,799</b>	<b>\$506,873</b>
Range Time	\$204,960	\$235,704	\$259,274
Memberships	\$109,800	\$124,440	\$139,080
Education / Training	\$27,504	\$31,629	\$34,791
Classroom Space Lease	\$5,004	\$5,754	\$6,329
Retail Sales Gross Revenue	\$53,280	\$61,272	\$67,399
<b>Direct Costs</b>	<b>\$34,632</b>	<b>\$39,827</b>	<b>\$43,809</b>
Retail COGS	\$34,632	\$39,827	\$43,809
Gross Margin	\$365,916	\$418,972	\$463,064
Gross Margin %	91%	91%	91%
<b>Operating Expenses</b>	<b>\$342,509</b>	<b>\$354,232</b>	<b>\$365,379</b>
Salaries & Wages	\$150,000	\$154,500	\$159,135
Range Manager	\$60,000	\$61,800	\$63,654
Office P.O.S.	\$20,000	\$20,600	\$21,218
Office P.O.S. PT	\$10,000	\$10,300	\$10,609
Range Safety Officer FT (2)	\$40,000	\$41,200	\$42,436
Range Safety Officer PT (2)	\$20,000	\$20,600	\$21,218
Employee Related Expenses	\$30,000	\$30,900	\$31,827
Maintenance (Standard)	\$12,000	\$12,000	\$12,000
Utilities	\$6,000	\$6,300	\$6,300
Liability Insurance	\$7,500	\$7,725	\$7,956
Credit Card Fee's (80% of sales)	\$9,613	\$11,011	\$12,165
Range Repairs	\$24,396	\$24,396	\$24,396
Legal	\$3,000	\$3,000	\$3,000
Accounting	\$6,000	\$6,000	\$6,000

continued on next page...

# Projected Profit & Loss (2 of 2)

...continued from previous page

Projected Profit & Loss	2022	2023	2024
Advertising	\$12,000	\$13,000	\$14,000
Business Advisor	\$30,000	\$33,000	\$36,000
Business Advisor Onsite Visits	\$4,000	\$4,400	\$4,600
Sinking Fund	\$48,000	\$48,000	\$48,000
<b>Operating Income</b>	<b>\$23,407</b>	<b>\$64,740</b>	<b>\$97,685</b>
Income Taxes	\$4,681	\$12,948	\$19,537
Total Expenses	\$381,822	\$407,007	\$428,725
Net Profit	\$18,726	\$51,792	\$78,148
<b>Net Profit %</b>	<b>5%</b>	<b>11%</b>	<b>15%</b>

## 7.0 STANDARD OPERATING PROCEDURES (SOP)

The Standard Operating Procedures is also written as Appendix B as it is intended to be a stand-alone document, that will be revised once the 1<sup>st</sup> General Manager is hired and will be revised from time to time thereafter by a Board of Directors. See Appendix B.

The CCCSP Spirit, Philosophy and Culture and Yearly Success Calendar is presented hereafter as a tentative and sample of Management activities during the year.

### 7.1 CCCSP SPIRIT, PHILOSOPHY AND CULTURE

#### Spirit Theme

We are servant mentors helping grow the knowledge and abilities of our guests in the shooting sports

#### Philosophy

Together we are honored to be running this range and company. A value servant driven company of people where all team members, families, dealers and guests find lifelong benefits and friends.

#### Culture & Environment for Team Members

This business is dedicated to providing a positive, safe, servant minded culture where everyone contributes, learns and grows. We are committed with purpose and passion to teach and sell the best products.

Leadership is to serve – Serve the guests, serve the team members and serve the business.

Shift “Huddles” will become normal practice. A quick 5 or so minute long gathering to see where everyone is and the goals for the day.

We will celebrate our success together and work through the challenges in the same spirit.

## 7.2 CLEAR CREEK COUNTY SHOOTING SPORTS PARK (CCCSP) YEARLY SUCCESS CALENDAR

*The yearly Success Calendar will be done and managed by the GM*

### January

- Review all previous month's sales by department and P&Ls
- Review Previous Years Sales / P&L / Staffing
- Meet with your mentor
- Finalize plans for the March Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Review supplies and place orders for Gift Cards for 1st Quarter of the year
- Attend Shot Show??

### February

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Valentine's Day
- Finalize plans for the April Events
- Do one Guest Appreciation Call
- Bankers Yearly Review Meeting
- Inspect, clean and adjust all security cameras
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Do Private Random Team Member Checks (Credit, drug and ??)

### March

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Spring Cleaning Sale
- Finalize plans for the May Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Inspect, loading docks, staging, storage, ingress and egress, all offices and other areas.

### April

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Review First Quarter P&L
- Finalize plans for the June Events
- Do one Guest Appreciation Call
- Bankers Review Quarterly Meeting
- Inspect Roof and all access points to it

### May

- Review all previous month's sales by department and P&Ls

- Meet with your mentor
- Mother's Day
- Finalize plans for the July Events
- Team Member Reviews
- Do one Guest Appreciation Call
- Spot Inventory Check
- Review supplies and place orders for Gift Cards for 2<sup>nd</sup> & 3<sup>rd</sup> Quarter of the year
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning

## **June**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Father's Day
- Finalize plans for August Events
- Review all business Insurance's (W.C., P&C, Health)
- Review CC processing fees and any service contracts or other ongoing commitments.
- Do one Guest Appreciation Call

## **July**

- Review all previous month's sales by department and P&Ls
- Review Second Quarter P&L
- Meet with your mentor
- Finalize plans for September Events
- Do one Guest Appreciation Call
- Bankers Review Quarterly Meeting
- Spot Inventory Check
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Do annual cleaning of all decorations, support displays, and other items.
- Attend the annual Furniture Show

## **August**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Decide on who will be best to attend the various Distributor and Supplier Group shows for the next year.
- Setup Black Friday, Super Saturday plans and potential Product placements
- Finalize plans for October Events
- Do one Guest Appreciation Call
- Decide on who should attend Shot Show in January

## **September**

- Review all previous month's sales by department and P&Ls
- Review Third Quarter P&Ls.
- Meet with your mentor
- Meet with CPA to map out tax issues for year end
- Finalize plans for November Events

- Bankers Review Quarterly Meeting
- Do one Guest Appreciation Call
- Spot Inventory Check
- Review supplies and place orders for Gift Cards for Last Quarter of the year

### **October**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Connect and confirm Marine "Toys for Tots" for December.
- Halloween
- Finalize plans for December Events
- Do one Guest Appreciation Call
- Inspect, clean and adjust all security cameras
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Replace all Team Member shirts should the opportunity be best.

### **November**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Start to make specific day & times appointments for Shot Show.
- Review final plans for Black Friday (Staffing, Product Prep, Signage etc.)
- Thanksgiving Family Time
- BLACK FRIDAY & Small Business Saturday
- Finalize plans for January Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Book flights/rooms etc. for Shot Show??

### **December**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Team Member Appreciation & Holiday Celebration Event
- SUPER SATURDAY (Typically the last Saturday before Christmas)
- Christmas Eve
- Christmas
- After Christmas Sale
- New Year's Eve Celebration Event
- Finalize plans for February Events
- Do one Guest Appreciation Call

## 7.3 MANAGER ON DUTY (MOD)

*Note: For all hours of operation there will be a designated manager on duty (MOD) for the park. This is a sample guide of those duties. The final version will be done when the general manager (GM) is hired.*

Overall Goal is: **See that all team members are taking exceptional care of the guests.**

Introduce yourself to the staff on duty. Inspire the Team Members

Ensure that you are familiar with the running times of any special events and whether there are any special needs that you should be prepared for or expected etc.

Ensure that all the Exits are unlocked and free from obstruction both inside and outside of the space including the exit routes.

Serve the guest, team and store/park

Also

- See that all goes smoothly in opening and or closing facilities
- Overseeing general upkeep of all areas around the facility, personal safety of staff
- Meeting with department heads and team members to ensure smooth running of business
- Dealing with guest questions and complaints as needed
- Maintain a constant, visible physical presence in public areas during opening hours
- Provide temp cover for other dept. managers or staff as needed for sickness or emergency's
- Deal with any issues that may arise as a result of staff misbehavior
- Check all First Aid stations.
- Regularly check parking areas
- Where appropriate and when called over for a MOD matter show team how they could have handled it. Provide "teachable moments" if you can.

## 7.4 CLEAR CREEK COUNTY SHOOTING SPORTS PARK GUIDE FOR GUEST APPRECIATION CALLS

### Opportunity:

A success trait is to reconnect with the guests outside the normal interaction that you would if they were inside the store. These calls can be one of the most valuable forms of marketing you will do. It allows you to get direct and unfiltered input about the business and or team members. The guest will certainly recognize when they are being treated with respect and you're your desire to satisfy them. Here are some thoughts to help set the foundation.

1. Sincere and caring attitude. Your attentive tone will help the guest feel comfortable during the conversation.
2. Have the guests name clearly written down and in front of you. Use their name several times in the call where appropriate. *The attached form will help here.*
3. Speak clearly with good enunciation. Don't rush.
4. Have your questions (as few as possible) ready. *Again, the attached form may help here.*
5. Let the guest talk. It's all about their needs.
6. Thank them at the beginning of the call, in the middle and at the end, for their time, comments and or ideas.
7. Write everything down to review later.

### Option A: Sample Form

Guests Name: \_\_\_\_\_

Phone Numbers: Cell: \_\_\_\_\_ Home: \_\_\_\_\_

Email: \_\_\_\_\_

Overall purchase history: \$ \_\_\_\_\_

Purchase Trend Items: \_\_\_\_\_

#### Questions:

1. How satisfied are you with our products and service?
2. Any Team Member that you have had challenges with, or you were exceptionally pleased with?
3. Anything we should be doing that we are not? (carrying product, serving, times etc.)
4. Why did you choose us over others?

## 7.5 BASIC MAINTENANCE DUTIES

*Note: For all hours of operation there will be a designated tasks and duty for the park. This is a sample guide of those duties. The final version will be done when the general manager (GM) is hired.*

### **Daily Overall Store**

All bathrooms – Mop, Clean counters, Sinks and Mirrors, Stock as needed  
Storage - Dump trash, Sweep and Organize as needed.  
Lobby – Clean displays and vacuum as needed  
Classroom – Straighten and prep as needed  
Offices – Remove trash, Vacuum as needed  
Entrance – Clean area, remove all trash from garden  
Hallways – Clean all displays, photo frames and shelves  
Shipping area – Clean, Organize and help unload shipment as needed.  
Floor Mats – Vacuum all mats throughout the store  
Breakroom – Clean, stock as needed.  
Help stocking, ammo and targets as needed  
Inspect all exterior windows for damage and cleanliness.  
Inspect all entry doors for damage and cleanliness.  
Inspect all overhead doors for damage and function ability.  
Water all plants inside and out.  
Outside front of building – Sweep and pick up and trash as needed  
Inventory all needed maintenance supplies

### **Daily for Ranges & Parking Areas**

Inspect all Ranges, bullet traps, lanes and target holders  
Ranges – Do all minor repairs as needed, etc.  
Storage Areas – Clean and Organize as needed

#### Monday

Bays – Clean lane – Paint carriers

#### Tuesday

Ranges – Clean lane – Repair Target Holders

#### Wednesday

Do semi-weekly duties (Listed Below)

#### Thursday

Clean parking lot areas

#### Friday

Check all bullet traps, rake and fill shooting slopes as needed.  
Outside Club House – Sweep and pick-up trash as needed.

### **Semi-Weekly**

- (One week) Clean all fire extinguishers and make sure they are accessible  
Inventory all maintenance supplies
- (Opposite wk) Replace lights as needed  
Inventory all PPE supplies

### **Monthly**

Clean and perform regular maintenance on shooting tables and target stands  
Check ballistic sand backfill bins on the range and fill as needed  
Run lead swipes in storage, all receiving areas, computer keyboards, doorknobs, wash stations, range windows (inside and out), break room, time clock areas.  
Inspect the roof for damage and any debris.

### **Quarterly**

Steam clean all carpeted areas in the building.

### **Bi-Yearly** (every 6 months)

Spring – Prep cooling and heating units  
Fall – Prep cooling and heating units, close up & secure water lines where needed.

### **Yearly**

Paint where needed (Range, floors & walls etc..)  
Clean Security Cameras  
Clean the light fixture covers  
Clean around all vents

### **Periodically**

Mine the ballistic sand-bullet trap

## 8.0 FINANCIAL FORECAST

### 8.1 REVENUES

Day Members	\$204,960.00
Annual Members	\$109,800.00
Training / Classes	\$27,500.00
Space Lease	\$5,000.00
Retail Sales	<u>\$17,217.00</u>
<b>TOTAL</b>	<b>\$364,477.00</b>

P&Ls here (6 pages in all)

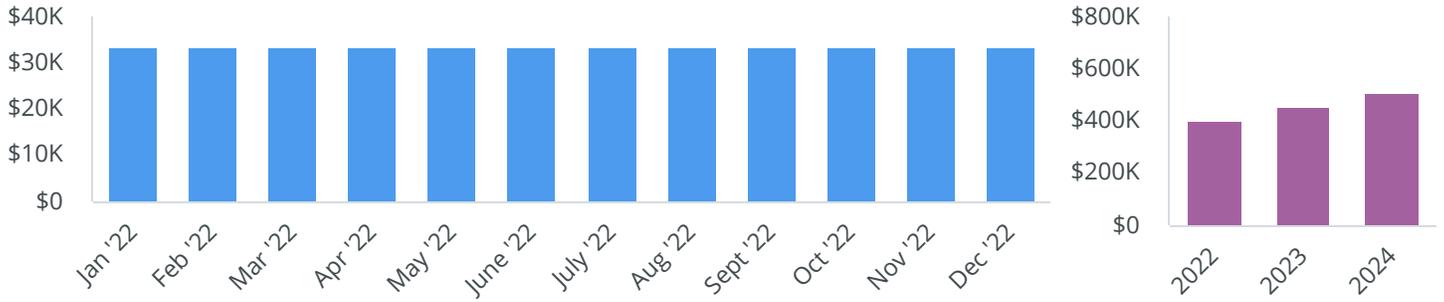
# **Clear Creek County Shooting Sports Park**

2022-2024 Forecast

Original Forecast

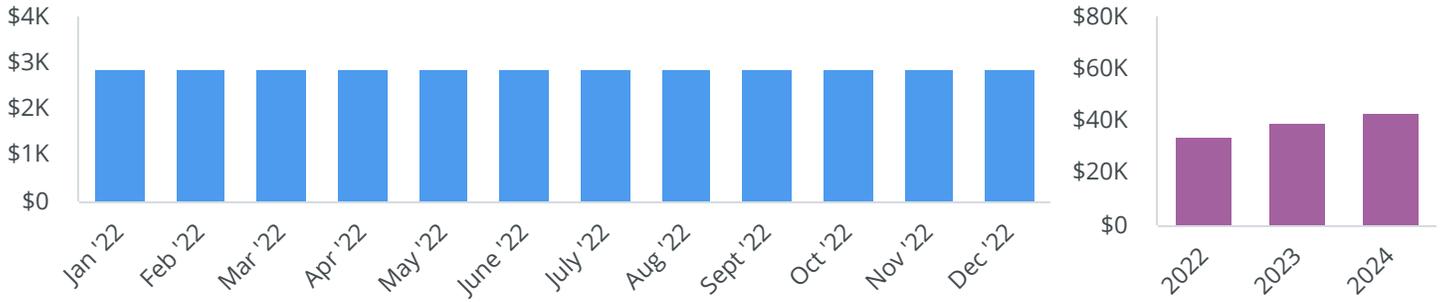
Generated November 20, 2020

# Revenue



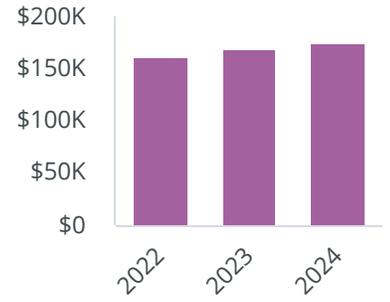
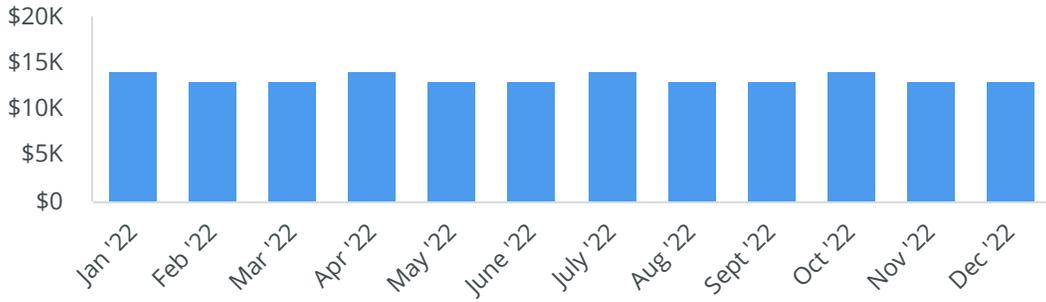
Revenue	2022	2023	2024
Range Time	\$204,960	\$235,704	\$259,274
Memberships	\$109,800	\$124,440	\$139,080
Education / Training	\$27,504	\$31,629	\$34,791
Classroom Space Lease	\$5,004	\$5,754	\$6,329
Retail Sales Gross Revenue	\$53,280	\$61,272	\$67,399
<b>Totals</b>	<b>\$400,548</b>	<b>\$458,799</b>	<b>\$506,873</b>

# Direct Costs



Direct Costs	2022	2023	2024
Retail COGS	\$34,632	\$39,827	\$43,809
<b>Totals</b>	<b>\$34,632</b>	<b>\$39,827</b>	<b>\$43,809</b>

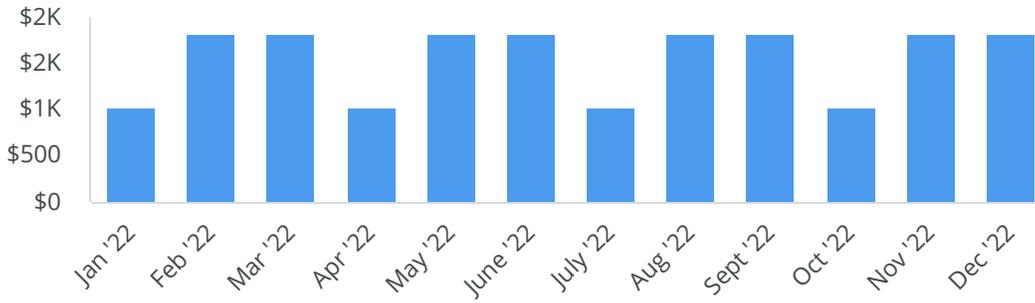
# Expenses



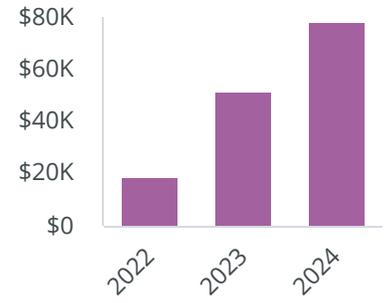
Expenses	2022	2023	2024
Maintenance (Standard)	\$12,000	\$12,000	\$12,000
Utilities	\$6,000	\$6,300	\$6,300
Liability Insurance	\$7,500	\$7,725	\$7,956
Credit Card Fee's (80% of sales)	\$9,613	\$11,011	\$12,165
Range Repairs	\$24,396	\$24,396	\$24,396
Legal	\$3,000	\$3,000	\$3,000
Accounting	\$6,000	\$6,000	\$6,000
Advertising	\$12,000	\$13,000	\$14,000
Business Advisor	\$30,000	\$33,000	\$36,000
Business Advisor Onsite Visits	\$4,000	\$4,400	\$4,600
Sinking Fund	\$48,000	\$48,000	\$48,000
<b>Totals</b>	<b>\$162,509</b>	<b>\$168,832</b>	<b>\$174,417</b>

# Projected Profit & Loss (1 of 2)

Net profit in 2022



Net profit by year



Projected Profit & Loss	2022	2023	2024
<b>Revenue</b>	<b>\$400,548</b>	<b>\$458,799</b>	<b>\$506,873</b>
Range Time	\$204,960	\$235,704	\$259,274
Memberships	\$109,800	\$124,440	\$139,080
Education / Training	\$27,504	\$31,629	\$34,791
Classroom Space Lease	\$5,004	\$5,754	\$6,329
Retail Sales Gross Revenue	\$53,280	\$61,272	\$67,399
<b>Direct Costs</b>	<b>\$34,632</b>	<b>\$39,827</b>	<b>\$43,809</b>
Retail COGS	\$34,632	\$39,827	\$43,809
Gross Margin	\$365,916	\$418,972	\$463,064
Gross Margin %	91%	91%	91%
<b>Operating Expenses</b>	<b>\$342,509</b>	<b>\$354,232</b>	<b>\$365,379</b>
Salaries & Wages	\$150,000	\$154,500	\$159,135
Range Manager	\$60,000	\$61,800	\$63,654
Office P.O.S.	\$20,000	\$20,600	\$21,218
Office P.O.S. PT	\$10,000	\$10,300	\$10,609
Range Safety Officer FT (2)	\$40,000	\$41,200	\$42,436
Range Safety Officer PT (2)	\$20,000	\$20,600	\$21,218
Employee Related Expenses	\$30,000	\$30,900	\$31,827
Maintenance (Standard)	\$12,000	\$12,000	\$12,000
Utilities	\$6,000	\$6,300	\$6,300
Liability Insurance	\$7,500	\$7,725	\$7,956
Credit Card Fee's (80% of sales)	\$9,613	\$11,011	\$12,165
Range Repairs	\$24,396	\$24,396	\$24,396
Legal	\$3,000	\$3,000	\$3,000
Accounting	\$6,000	\$6,000	\$6,000

continued on next page...

# Projected Profit & Loss (2 of 2)

...continued from previous page

Projected Profit & Loss	2022	2023	2024
Advertising	\$12,000	\$13,000	\$14,000
Business Advisor	\$30,000	\$33,000	\$36,000
Business Advisor Onsite Visits	\$4,000	\$4,400	\$4,600
Sinking Fund	\$48,000	\$48,000	\$48,000
<b>Operating Income</b>	<b>\$23,407</b>	<b>\$64,740</b>	<b>\$97,685</b>
Income Taxes	\$4,681	\$12,948	\$19,537
Total Expenses	\$381,822	\$407,007	\$428,725
Net Profit	\$18,726	\$51,792	\$78,148
<b>Net Profit %</b>	<b>5%</b>	<b>11%</b>	<b>15%</b>

# Appendix “A”

## SERVICE AREA AND RANGE DEMAND



Proj. # 19011.01

Dec/2020

## **1. Estimating Range Demand**

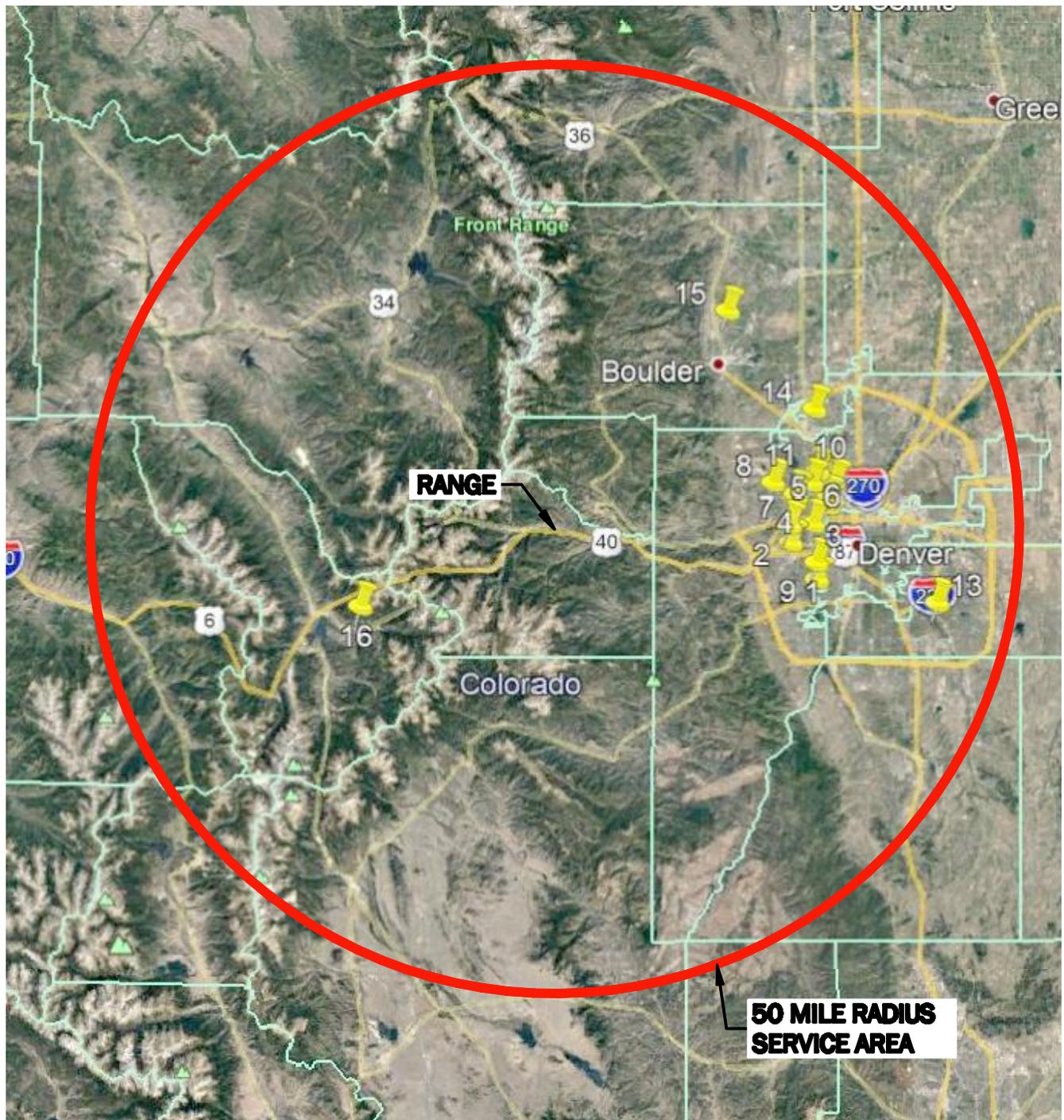
*According to NSSF's Facility Development Series #5, So You Want to Build a Shooting Range.*

Estimating the proposed range's demand is a multi-step process. First one must identify (1) the Marketing Area – the area surrounding the proposed facility that customers will come from. (2) establish the Total Monthly Market – the total number of customer visits available from the marketing area. A percentage of that total market will visit the proposed range and a percentage will visit other ranges in the marketing area. The percentage that visits your range is the Market Share.

## **2. Determining the Marketing Area**

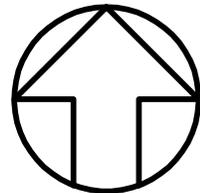
The Marketing Area is the geographic area that the range customers will come from. NSSF studies indicate most customers travel 45 minutes or less to participate in target shooting, with the average customer traveling 34 minutes. With this in mind, the marketing area would be everyone who lives within a 45-minute drive of the proposed facility. A detailed map of the area (Figure 1) and a drawn circle 50-mile radius represents the approximate 45-minute drive in Denver and environs from the proposed facility and indicates that every shooter within that circle is a potential customer. The estimated total population from ZipFind is then entered on Table 2 to compute the Monthly Total Market available.

### **2.1 Total Monthly Market**



**RANGE SERVICE AREA**

SCALE: 1" = 50,000'±



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 CERT. OF AUTH. NO.00002778

**RANGE  
 SERVICE AREA**

PROJECT No.  
 19011.01

SHEET No.  
 FIGURE 1

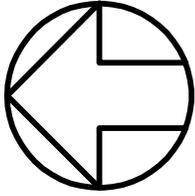
The estimate of the Total Monthly Market for the proposed facility and computed in Table 2, is arrived at by multiplying the total population (Appendix A – Total Current Population Range Accessible) in the market area by an NSSF calculated “factor” that represents an average number of times people go shooting per month, nationally.

NSSF developed that factor from information contained in the National Sporting Goods Association (NSGA), American Sports Data (ASD) and NSSF’s participation and latent demand surveys. NSSF divided the number of times people went shooting in the United States by the total number of people in the general population to arrive at a number of shooting trips per person (the factor). This factor is a national average. So the results are approximate and acceptable for this level of planning.

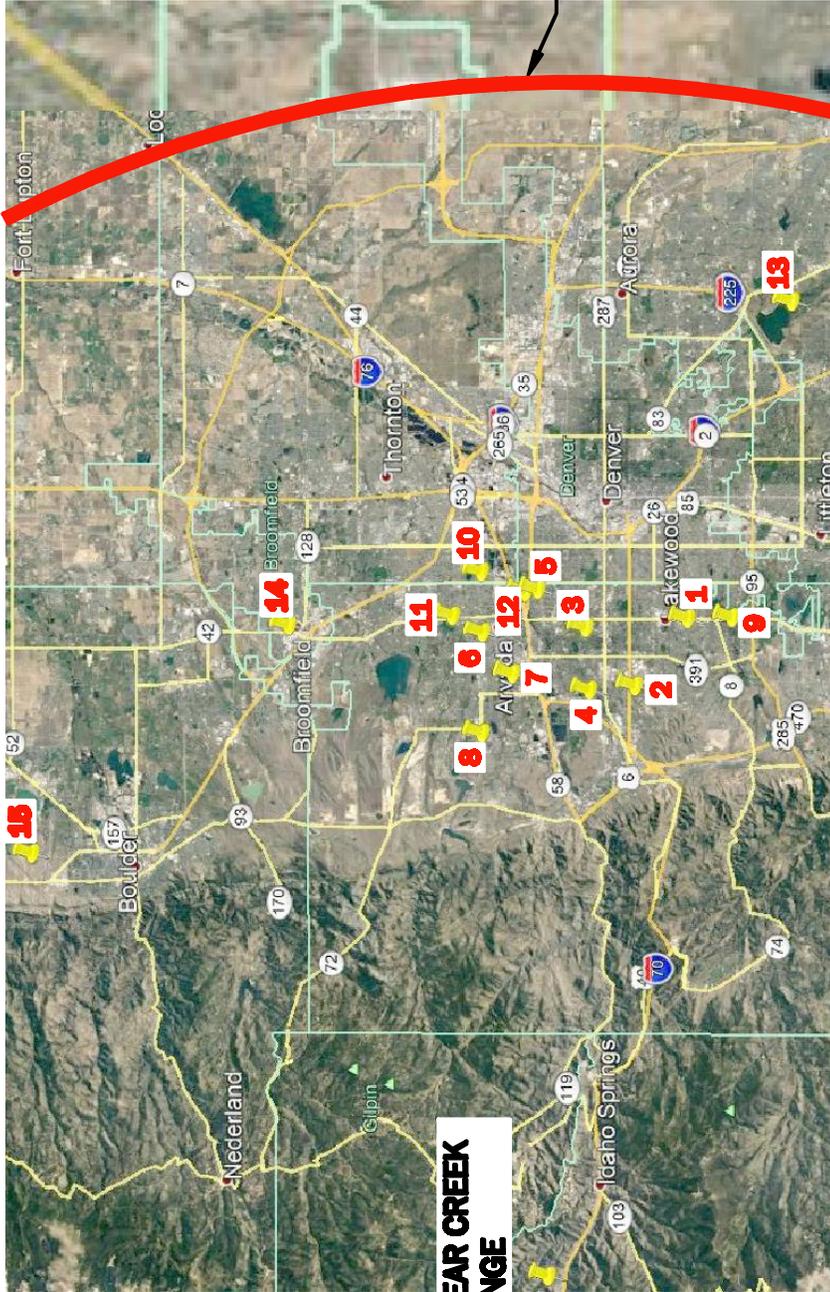
Table 2 shows the total monthly market population multiplied by the factor for each shooting discipline. The result is the Total Monthly Market Population available to the proposed range location.

**TABLE 2 – TOTAL MONTHLY MARKET**

<u>TYPE OF SHOOTING</u>	<u>TOTAL POPULATION</u>	<u>FACTOR</u>	<u>TOTAL SHOOTERS</u>
HANDGUN (1)	3,004,000	x 0.0420 =	126,168
RIFLE (1)	3,004,000	x 0.0358 =	107,543
<hr/>			
<u>SHOTGUN</u>			
TRAP (1)	3,004,000	x 0.0207 =	62,183



**50 MILE RADIUS SERVICE AREA**



**CLEAR CREEK RANGE**

**SERVICE AREA RANGE PROXIMITY MAP**

SCALE: 1" = 40,000'±

- |   |   |  |   |
|---|---|--|---|
| <p><b>1</b> BLUCORE SHOOTING CENTER<br/>7860 W JEWELL AVE.<br/>LAKEWOOD, CO. 80232</p> <p><b>2</b> BRISTLECONE SHOOTING, TRAINING &amp; RETAIL CENTER<br/>12105 W CEDAR DR.<br/>LAKEWOOD, CO. 80228</p> <p><b>3</b> THE GUN ROOM<br/>1595 CARR ST<br/>LAKEWOOD, CO. 80214</p> <p><b>4</b> MACHINE GUN TOURS<br/>12550 W COLFAX AVE #103<br/>LAKEWOOD, CO. 80215</p> | <p><b>5</b> SILVER BULLET SHOOTING RANGE<br/>5901 W 38th AVE<br/>WHEAT RIDGE, CO. 80212</p> <p><b>6</b> TACTICAL IRON FIREARMS TRAINING<br/>8700 RALSTON RD<br/>ARVADA, CO. 80002</p> <p><b>7</b> THE RELOADING ZONE<br/>11407 W I-70 FRONTAGE RD N UNIT E<br/>WHEAT RIDGE, CO. 80033</p> <p><b>8</b> ARVADA RIFLE &amp; PISTOL CLUB<br/>5930 MCINTYRE ST<br/>GOLDEN, CO. 80403</p> | <p><b>9</b> GREEN MOUNTAIN GUNS<br/>3355 S YARROW ST #113<br/>LAKEWOOD, CO. 80227</p> <p><b>10</b> 5280 ARMOY<br/>4781 W 58th AVE<br/>ARVADA, CO. 80002</p> <p><b>11</b> WESTMINSTER ARMS<br/>6785 WADSWORTH BLVD<br/>ARVADA, CO. 80003</p> <p><b>12</b> TSD FIREARMS TRAINING AND VIRTUAL SIMULATION CENTER<br/>6073 W 44th AVE #309<br/>WHEAT RIDGE, CO. 80033</p> | <p><b>13</b> FAMILY SHOOTING CENTER AT CHERRY CREEK STATE PARK<br/>CHERRY CREEK STATE PARK<br/>LAKEWOOD, CO. 80020</p> <p><b>14</b> SHOOT INDOORS<br/>1 PARK ST<br/>BROOMFIELD, CO. 80020</p> <p><b>15</b> BOULDER RIFLE CLUB<br/>4810 26th ST<br/>BOULDER, CO. 80301</p> |
|---|---|--|---|

NOTE: AERIAL PHOTOGRAPH SHOWN HEREON WAS TAKEN FROM GOOGLE EARTH.



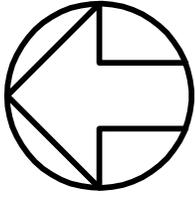
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**SERVICE AREA RANGE PROXIMITY MAP**

PROJECT No.  
19011.01

SHEET No.  
FIGURE 2



**SERVICE AREA RANGE PROXIMITY MAP**

SCALE: 1" = 40,000'±

**16** SUMMIT COUNTY PUBLIC SHOOTING RANGE  
639 COUNTY RD 66  
DILLON, CO. 80435

**17** BASALT PUBLIC SHOOTING RANGE  
BASALT, CO. 81621

NOTE: AERIAL PHOTOGRAPH  
SHOWN HEREON WAS TAKEN  
FROM GOOGLE EARTH.



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**SERVICE AREA  
RANGE PROXIMITY MAP**

PROJECT No.  
19011.01

SHEET No.  
FIGURE 3

### **3. Market Share**

Market share is the percentage of the total market that will participate at the proposed facility. Two things affect the market share: 1) The availability of other places to shoot and 2) The degree to which the proposed facility will be able to successfully compete against the other places to shoot. Of the two, the availability of other places to shoot is the easiest to determine and is shown on Figure 2 and Figure 3. The latter can be controlled, by how well the proposed facility is operated.

For purposes of this County range because it will only fill a portion of the unmet range, we assume this facility will fill up during weekends regardless of the number of positions provided.

#### **Facility Size to fit demand**

To estimate the size of the facility required to meet the estimated existing demand, we utilize the factor of how many participants can be accommodated per hour as developed by the NSSF.

The following assumptions were used and are based on the experience of range owners as compiled by NSSF:

- Each handgun shooter will stay at a position for 45 minutes. (CVA allows 2 hrs.)
- Each rifle shooter will stay at a position for 1.5 hours. (CVA allows 2 hrs.)

- One trap field can accommodate 5 participants/hour.

To calculate the number of customers that the facility can accommodate per shooting position or field, refer to Table 3 hereafter. Assume 8 hours per day (actually dawn to dusk) for the range to be open for the entire month (30.34 days/month) and then multiply that number by the indicated “peak use adjustment” (this is a factor calculated by NSSF and others to account for the heavier range use on weekends). The results are shown under the column “CUSTOMERS ACCOMMODATED PER POSITION/FIELD.”

**TABLE 3 – ESTIMATE OF CUSTOMERS PER POSITION/FIELD**

<u>TYPE OF SHOOTING</u>	<u>TOTAL MONTHLY HOURS OF OPERATION</u>	<u>PEAK USE ADJUSTMENT</u>	<u>CUSTOMERS ACCOMMODATED PER POSITION/FIELD</u>
HANDGUN	243	x 1.8 =	437
RIFLE	243	x 1.1 =	267
TRAP (Used Rifle Rate) (1)	243	x 1.1 =	267

(1) Since we will only provide Trap machines at rifle range and Pattern Board

The CUSTOMERS ACCOMMODATED PER POSITION/FIELD numbers are then entered in Table 4 below, also entered are the TOTAL CUSTOMER MARKET from Table 2. The

monthly CUSTOMER MARKET is divided by the CUSTOMERS ACCOMMODATED PER POSITION/FIELD. These results in the estimated number of shooting positions, fields, or stations required to handle the existing estimated demand.

**TABLE 4 –RANGE DEMAND AND CURRENT SPACE PROGRAM**

<u>TYPE OF SHOOTING</u>	<u>TOTAL MONTHLY CUSTOMER MARKET</u>		<u>CUSTOMERS ACCOMMODATED PER POSITION/FIELD</u>	<u>ESTIMATED REQUIRED SIZE</u>
HANDGUN	126,168	/	437	<b>289 positions</b>
RIFLE	107,543	/	267	<b>402 positions</b>
<u>SHOTGUN SPORTS</u>				
TRAP (Used Rifle Rate)	62,183	/	267	233 Positions
<b>Total Shooting Positions</b>				<b>924</b>

**Proposed Program Space to Support Local Population Demand**

Based on the foregoing and no detail, or knowledge of the areas competing ranges are being operated, it is assumed that due to future population growth, as well as the fact that once the existing facilities are constructed, the range will become an attraction in and of itself, that the existing and programmed spaces recommended are proposed in Table 5 are valid and allows for maturity of this facility. Shown on Appendix “B” are drawings showing pre-existing and provided conditions.

**TABLE 5 - Proposed Program Space for Locals Users (Revised)**

<b><u>Space # Existing</u></b>	<b><u>Activity</u></b>	<b><u>Existing # Point</u></b>	<b><u>Space # Proposed</u></b>	<b><u>Proposed # Points</u></b>
1	25yd Pistol	11	-	-
2	25yd Pistol	11	5	21
3	25yd Pistol	11		
4	50yd Rifle/Pistol	5	4	21
5	100yd Rifle/Action Bay	4	3	1
6	100yd Rifle	7	2	12
7	Action Bay	1	1	1
8	Trap Field (to be demolish)	5		
	<b>SUB-TOTAL</b>	<b>55</b>		<b>56</b>
	<b>Proposed</b>			
	New 50ft Pistol		6	24
	New 50ft Archery/Pistol		7	24
	<b>SUB-TOTAL</b>			<b>48</b>
	<b>TOTAL</b>	<b>55</b>		<b>104</b>

**924 Total**

Market share 11% ±

**TABLE 5 A- Proposed Program Space**

<b>Space #</b>	<b>Activity</b>	<b># Lanes</b>	<b>Lane Space</b>
1	Action Bay	1	at 5'
2	100yd Rifle Static and Dynamic	12	at 6'
3	Action Bay	1	at 5'
4	50yd Rifle/Pistol Static and Dynamic	21	at 4'
5	25yd Pistol Static and Dynamic	21	at 4'
6	50ft Pistol Static and Dynamic	24	at 4'
7	50ft Pistol Static Dynamic and Archery	24	at 4'
	<b>TOTAL</b>	<b>104</b>	



**Appendix A**  
**Population**

# ZIPFind® Search Results

Find all postal codes within 50 miles of 80452

10/16/19

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#	Postal Code	City	State Abbr.	Distance (mi)	Population
1	80001	Arvada	CO	25.70	884
2	80002	Arvada	CO	25.01	17925
3	80003	Arvada	CO	26.95	34377
4	80004	Arvada	CO	23.96	34366
5	80005	Arvada	CO	24.28	25216
6	80006	Arvada	CO	26.17	901
7	80007	Arvada	CO	20.69	7445
8	80010	Aurora	CO	37.49	39350
9	80011	Aurora	CO	40.39	49109
10	80012	Aurora	CO	39.29	46791
11	80013	Aurora	CO	42.82	71076
12	80014	Aurora	CO	39.64	37050
13	80015	Aurora	CO	43.31	61547
14	80016	Aurora	CO	46.08	44524
15	80017	Aurora	CO	41.78	32886
16	80018	Aurora	CO	46.21	7378
17	80019	Aurora	CO	43.90	1457
18	80020	Broomfield	CO	28.50	47603
19	80021	Broomfield	CO	25.91	30588
20	80022	Commerce City	CO	37.16	44230
21	80023	Broomfield	CO	31.56	15722
22	80024	Dupont	CO	34.70	376
23	80025	Eldorado Springs	CO	22.60	170
24	80026	Lafayette	CO	29.09	25717
25	80027	Louisville	CO	25.76	29821
26	80030	Westminster	CO	28.46	15050
27	80031	Westminster	CO	28.98	36377
28	80033	Wheat Ridge	CO	25.09	23854
29	80034	Wheat Ridge	CO	25.90	365
30	80035	Westminster	CO	28.52	750
31	80036	Westminster	CO	28.52	433
32	80037	Commerce City	CO	35.14	761
33	80038	Broomfield	CO	28.29	775
34	80040	Aurora	CO	36.93	640
35	80041	Aurora	CO	38.51	410
36	80042	Aurora	CO	40.50	220
37	80044	Aurora	CO	39.55	576
38	80045	Aurora	CO	38.92	613
39	80046	Aurora	CO	42.99	828
40	80047	Aurora	CO	40.75	666
41	80104	Castle Rock	CO	48.32	27175
42	80108	Castle Rock	CO	43.84	23900
43	80109	Castle Rock	CO	44.86	17511
44	80110	Englewood	CO	31.34	20879
45	80111	Englewood	CO	38.04	26440
46	80112	Englewood	CO	39.63	30639
47	80113	Englewood	CO	32.98	20112
48	80120	Littleton	CO	32.45	27262
49	80121	Littleton	CO	34.63	18269
50	80122	Littleton	CO	35.29	29839
51	80123	Littleton	CO	28.77	43094
52	80124	Lone Tree	CO	39.74	18851
53	80125	Littleton	CO	33.63	10481
54	80126	Littleton	CO	36.24	38410

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#	Postal Code	City	State Abbr.	Distance (mi)	Population
55	80127	Littleton	CO	26.66	43184
56	80128	Littleton	CO	29.47	34988
57	80129	Littleton	CO	33.90	27671
58	80130	Littleton	CO	38.13	27982
59	80131	Louviers	CO	36.53	349
60	80134	Parker	CO	46.13	57055
61	80135	Sedalia	CO	42.08	3693
62	80138	Parker	CO	49.11	29909
63	80150	Englewood	CO	31.66	368
64	80151	Englewood	CO	32.05	184
65	80155	Englewood	CO	37.30	1210
66	80160	Littleton	CO	31.56	504
67	80161	Littleton	CO	34.66	1085
68	80162	Littleton	CO	27.62	1218
69	80163	Littleton	CO	37.32	395
70	80165	Littleton	CO	31.55	0
71	80166	Littleton	CO	31.48	0
72	80201	Denver	CO	30.84	887
73	80202	Denver	CO	30.54	10074
74	80203	Denver	CO	31.34	19681
75	80204	Denver	CO	29.28	31861
76	80205	Denver	CO	31.83	29765
77	80206	Denver	CO	32.90	21912
78	80207	Denver	CO	34.55	21177
79	80208	Denver	CO	32.96	0
80	80209	Denver	CO	32.41	21378
81	80210	Denver	CO	32.90	33782
82	80211	Denver	CO	29.24	32062
83	80212	Denver	CO	27.68	18966
84	80214	Denver	CO	26.48	25265
85	80215	Denver	CO	24.17	17603
86	80216	Denver	CO	31.99	10905
87	80217	Denver	CO	35.62	850
88	80218	Denver	CO	31.84	18476
89	80219	Denver	CO	29.00	61863
90	80220	Denver	CO	34.86	31964
91	80221	Denver	CO	29.89	37818
92	80222	Denver	CO	34.82	20871
93	80223	Denver	CO	30.64	18394
94	80224	Denver	CO	35.54	17267
95	80225	Denver	CO	24.32	0
96	80226	Denver	CO	26.19	31483
97	80227	Denver	CO	26.76	33420
98	80228	Denver	CO	23.30	30652
99	80229	Denver	CO	32.65	50116
100	80230	Denver	CO	36.07	8722
101	80231	Denver	CO	36.95	31096
102	80232	Denver	CO	26.17	21698
103	80233	Denver	CO	33.67	47404
104	80234	Denver	CO	31.20	27251
105	80235	Denver	CO	27.54	8892
106	80236	Denver	CO	29.57	16810
107	80237	Denver	CO	36.88	17630
108	80238	Denver	CO	36.26	13399

# ZIPFind® Search Results

Find all postal codes within 50 miles of 80452

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#	Postal Code	City	State Abbr.	Distance (mi)	Population
109	80239	Denver	CO	39.04	39292
110	80241	Thornton	CO	34.35	29228
111	80243	Denver	CO	31.90	0
112	80244	Denver	CO	30.69	0
113	80246	Denver	CO	34.23	13360
114	80247	Denver	CO	37.10	26477
115	80248	Denver	CO	30.23	27
116	80249	Denver	CO	43.74	22726
117	80250	Denver	CO	33.98	1281
118	80251	Denver	CO	39.06	0
119	80252	Denver	CO	35.56	0
120	80256	Denver	CO	30.69	0
121	80257	Denver	CO	30.82	0
122	80259	Denver	CO	31.01	0
123	80260	Denver	CO	30.49	30979
124	80261	Denver	CO	31.16	0
125	80262	Denver	CO	38.86	0
126	80263	Denver	CO	35.97	0
127	80264	Denver	CO	31.07	0
128	80265	Denver	CO	30.61	0
129	80266	Denver	CO	35.58	0
130	80271	Denver	CO	30.84	0
131	80273	Denver	CO	30.67	0
132	80274	Denver	CO	30.99	0
133	80281	Denver	CO	30.99	0
134	80290	Denver	CO	30.85	0
135	80291	Denver	CO	30.99	0
136	80293	Denver	CO	30.83	0
137	80294	Denver	CO	30.87	0
138	80299	Denver	CO	30.77	0
139	80301	Boulder	CO	25.77	21360
140	80302	Boulder	CO	22.32	31240
141	80303	Boulder	CO	23.71	25480
142	80304	Boulder	CO	23.70	25491
143	80305	Boulder	CO	21.88	16768
144	80306	Boulder	CO	22.69	626
145	80307	Boulder	CO	22.60	354
146	80308	Boulder	CO	23.94	810
147	80309	Boulder	CO	22.46	0
148	80310	Boulder	CO	22.51	0
149	80314	Boulder	CO	29.01	0
150	80401	Golden	CO	20.06	38818
151	80402	Golden	CO	18.63	512
152	80403	Golden	CO	17.23	19157
153	80419	Golden	CO	19.60	0
154	80420	Alma	CO	43.21	2077
155	80421	Bailey	CO	23.30	7872
156	80422	Black Hawk	CO	7.99	1190
157	80424	Breckenridge	CO	32.05	9646
158	80425	Buffalo Creek	CO	23.44	9
159	80427	Central City	CO	4.20	946
160	80429	Climax	CO	42.91	0
161	80432	Como	CO	38.72	482
162	80433	Conifer	CO	22.82	8247

# ZIPFind® Search Results

Find all postal codes within 50 miles of 80452

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#	Postal Code	City	State Abbr.	Distance (mi)	Population
163	80435	Dillon	CO	26.40	7525
164	80436	Dumont	CO	1.96	941
165	80437	Evergreen	CO	14.82	407
166	80438	Empire	CO	6.33	335
167	80439	Evergreen	CO	15.25	24587
168	80440	Fairplay	CO	46.14	769
169	80442	Fraser	CO	17.66	967
170	80443	Frisco	CO	31.79	3834
171	80444	Georgetown	CO	8.50	1067
172	80446	Granby	CO	28.82	4199
173	80447	Grand Lake	CO	34.51	1778
174	80448	Grant	CO	22.63	122
175	80451	Hot Sulphur Springs	CO	35.01	1053
176	80452	Idaho Springs	CO	0.00	2807
177	80453	Idledale	CO	18.98	44
178	80454	Indian Hills	CO	20.82	1098
179	80455	Jamestown	CO	24.90	314
180	80456	Jefferson	CO	35.91	793
181	80457	Kitredge	CO	16.59	0
182	80465	Morrison	CO	23.57	15520
183	80466	Nederland	CO	13.37	2927
184	80468	Parshall	CO	34.92	496
185	80470	Pine	CO	23.73	3348
186	80471	Pinecliffe	CO	12.89	306
187	80474	Rollinsville	CO	10.15	2129
188	80475	Shawnee	CO	24.67	225
189	80476	Silver Plume	CO	10.28	116
190	80478	Tabernash	CO	20.95	1818
191	80481	Ward	CO	22.85	265
192	80482	Winter Park	CO	15.33	2175
193	80497	Silverthorne	CO	28.58	2270
194	80498	Silverthorne	CO	30.54	4903
195	80501	Longmont	CO	36.57	39905
196	80502	Longmont	CO	36.19	1252
197	80503	Longmont	CO	33.65	30277
198	80504	Longmont	CO	38.88	47323
199	80510	Allenspark	CO	32.15	398
200	80511	Estes Park	CO	38.94	96
201	80513	Berthoud	CO	43.90	10342
202	80514	Dacono	CO	39.26	4145
203	80515	Drake	CO	46.52	328
204	80516	Erie	CO	33.31	20514
205	80517	Estes Park	CO	40.19	9341
206	80520	Firestone	CO	40.60	1307
207	80530	Frederick	CO	40.35	3396
208	80532	Glen Haven	CO	47.00	300
209	80533	Hygiene	CO	35.15	525
210	80537	Loveland	CO	48.72	39648
211	80540	Lyons	CO	34.52	4018
212	80542	Mead	CO	43.62	2985
213	80544	Niwot	CO	36.19	787
214	80601	Brighton	CO	43.10	34609
215	80602	Brighton	CO	36.73	29491
216	80603	Brighton	CO	46.54	12930

# ZIPFind® Search Results

Find all postal codes within 50 miles of 80452

10/16/19

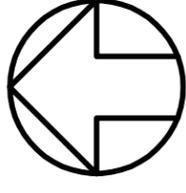
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#	Postal Code	City	State Abbr.	Distance (mi)	Population
217	80614	Eastlake	CO	33.80	848
218	80621	Fort Lupton	CO	46.27	12661
219	80640	Henderson	CO	37.59	11041
220	81645	Minturn	CO	47.77	90
221	81649	Red Cliff	CO	46.39	56
222	81657	Vail	CO	43.87	7479
223	81658	Vail	CO	44.09	1293
Total:					3003856
Avg:				31.48	13470

## **Appendix B**

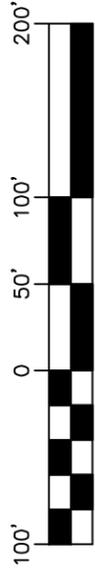
### **Drawings**



EXISTING RANGES SITE PLAN

SCALE: 1" = 100'

GRAPHIC SCALE



( IN FEET )  
1 inch = 100 ft.

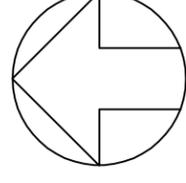
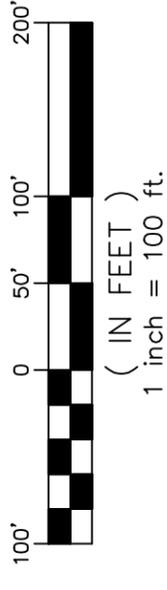
NOTES:

1. SEE TABLE 5 FOR RANGE BREAKDOWNS.
2. IMAGE SHOWN HEREON WAS TAKEN FROM GOOGLE EARTH.

DWG 1



GRAPHIC SCALE



PROPOSED SITE PLAN

SCALE: 1" = 100'

LEGEND

- - - 2 FT. CONTOUR
- - - 10 FT. CONTOUR
- - - GRANT BOUNDARY
- - - PARCEL BOUNDARY

PARKING SPACES:

99 REGULAR SPACES + 2 A.D.A. SPACES

NOTE:  
 CONTOURS AND PARCEL LINES SHOWN HEREON WERE  
 SUPPLIED BY CLEAR CREEK COUNTY MAPPING  
 DEPARTMENT ON 11/14/19.

DWG 2

# Appendix “B”

## STANDARD OPERATING PROCEDURES



C. VARGAS & ASSOCIATES, LTD.  
Consulting Engineers

## STANDARD OPERATING PROCEDURES (SOP)

The Standard Operating Procedures is also written as Appendix B as it is intended to be a stand-alone document, that will be revised once the 1<sup>st</sup> General Manager is hired and will be revised from time to time thereafter by a Board of Directors. See Appendix B.

The CCCSP Spirit, Philosophy and Culture and Yearly Success Calendar is presented hereafter as a tentative and sample of Management activities during the year.

### 7.4 CCCSP SPIRIT, PHILOSOPHY AND CULTURE

#### Spirit Theme

We are servant mentors helping grow the knowledge and abilities of our guests in the shooting sports

#### Philosophy

Together we are honored to be running this range and company. A value servant driven company of people where all team members, families, dealers and guests find lifelong benefits and friends.

#### Culture & Environment for Team Members

This business is dedicated to providing a positive, safe, servant minded culture where everyone contributes, learns and grows. We are committed with purpose and passion to teach and sell the best products.

Leadership is to serve – Serve the guests, serve the team members and serve the business.

Shift “Huddles” will become normal practice. A quick 5 or so minute long gathering to see where everyone is and the goals for the day.

We will celebrate our success together and work through the challenges in the same spirit.

## 7.5 CLEAR CREEK COUNTY SHOOTING SPORTS PARK (CCCSP)YEARLY SUCCESS CALENDAR

*The yearly Success Calendar will be done and managed by the GM*

### January

- Review all previous month's sales by department and P&Ls
- Review Previous Years Sales / P&L / Staffing
- Meet with your mentor
- Finalize plans for the March Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Review supplies and place orders for Gift Cards for 1st Quarter of the year
- Attend Shot Show??

### February

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Valentine's Day
- Finalize plans for the April Events
- Do one Guest Appreciation Call
- Bankers Yearly Review Meeting
- Inspect, clean and adjust all security cameras
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Do Private Random Team Member Checks (Credit, drug and ??)

### March

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Spring Cleaning Sale
- Finalize plans for the May Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Inspect; loading docks, staging, storage, ingress and egress, all offices and other areas.

### April

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Review First Quarter P&L
- Finalize plans for the June Events
- Do one Guest Appreciation Call
- Bankers Review Quarterly Meeting
- Inspect Roof and all access points to it

### May

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Mother's Day

- Finalize plans for the July Events
- Team Member Reviews
- Do one Guest Appreciation Call
- Spot Inventory Check
- Review supplies and place orders for Gift Cards for 2<sup>nd</sup> & 3rd Quarter of the year
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning

### **June**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Father's Day
- Finalize plans for August Events
- Review all business Insurance's (W.C., P&C, Health)
- Review CC processing fees and any service contracts or other ongoing commitments.
- Do one Guest Appreciation Call

### **July**

- Review all previous month's sales by department and P&Ls
- Review Second Quarter P&L
- Meet with your mentor
- Finalize plans for September Events
- Do one Guest Appreciation Call
- Bankers Review Quarterly Meeting
- Spot Inventory Check
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Do annual cleaning of all decorations, support displays, and other items.
- Attend the annual Furniture Show

### **August**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Decide on who will be best to attend the various Distributor and Supplier Group shows for the next year.
- Setup Black Friday, Super Saturday plans and potential Product placements
- Finalize plans for October Events
- Do one Guest Appreciation Call
- Decide on who should attend Shot Show in January

### **September**

- Review all previous month's sales by department and P&Ls
- Review Third Quarter P&Ls.
- Meet with your mentor
- Meet with CPA to map out tax issues for year end
- Finalize plans for November Events
- Bankers Review Quarterly Meeting
- Do one Guest Appreciation Call

- Spot Inventory Check
- Review supplies and place orders for Gift Cards for Last Quarter of the year

### **October**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Connect and confirm Marine "Toys for Tots" for December.
- Halloween
- Finalize plans for December Events
- Do one Guest Appreciation Call
- Inspect, clean and adjust all security cameras
- Hold Storewide Team Member Gathering
- Adopt a Street Clean up Morning
- Replace all Team Member shirts should the opportunity be best.

### **November**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Start to make specific day & times appointments for Shot Show.
- Review final plans for Black Friday (Staffing, Product Prep, Signage etc.)
- Thanksgiving Family Time
- BLACK FRIDAY & Small Business Saturday
- Finalize plans for January Events
- Do one Guest Appreciation Call
- Spot Inventory Check
- Book flights/rooms etc. for Shot Show??

### **December**

- Review all previous month's sales by department and P&Ls
- Meet with your mentor
- Team Member Appreciation & Holiday Celebration Event
- SUPER SATURDAY (Typically the last Saturday before Christmas)
- Christmas Eve
- Christmas
- After Christmas Sale
- New Year's Eve Celebration Event
- Finalize plans for February Events
- Do one Guest Appreciation Call

## 7.6 MANAGER ON DUTY (MOD)

*Note: For all hours of operation there will be a designated manager on duty (MOD) for the park. This is a sample guide of those duties. The final version will be done when the general manager (GM) is hired.*

Overall Goal is: **See that all team members are taking exceptional care of the guests.**

Introduce yourself to the staff on duty. Inspire the Team Members

Ensure that you are familiar with the running times of any special events and whether there are any special needs that you should be prepared for or expected etc.

Ensure that all the Exits are unlocked and free from obstruction both inside and outside of the space including the exit routes.

Serve the guest, team and store/park

Also

- See that all goes smoothly in opening and or closing facilities
- Overseeing general upkeep of all areas around the facility, personal safety of staff
- Meeting with department heads and team members to ensure smooth running of business
- Dealing with guest questions and complaints as needed
- Maintain a constant, visible physical presence in public areas during opening hours
- Provide temp cover for other dept. managers or staff as needed for sickness or emergency's
- Deal with any issues that may arise as a result of staff misbehavior
- Check all First Aid stations.
- Regularly check parking areas
- Where appropriate and when called over for a MOD matter show team how they could have handled it. Provide "teachable moments" if you can.

## 7.4 CLEAR CREEK COUNTY SHOOTING SPORTS PARK GUIDE FOR GUEST APPRECIATION CALLS

### Opportunity:

A success trait is to reconnect with the guests outside the normal interaction that you would if they were inside the store. These calls can be one of the most valuable forms of marketing you will do. It allows you to get direct and unfiltered input about the business and or team members. The guest will certainly recognize when they are being treated with respect and you're your desire to satisfy them. Here are some thoughts to help set the foundation.

8. Sincere and caring attitude. Your attentive tone will help the guest feel comfortable during the conversation.
9. Have the guests name clearly written down and in front of you. Use their name several times in the call where appropriate. *The attached form will help here.*
10. Speak clearly with good enunciation. Don't rush.
11. Have your questions (as few as possible) ready. *Again, the attached form may help here.*
12. Let the guest talk. It's all about their needs.
13. Thank them at the beginning of the call, in the middle and at the end, for their time, comments and or ideas.
14. Write everything down to review later.

### Option A: Sample Form

Guests Name: \_\_\_\_\_

Phone Numbers: Cell: \_\_\_\_\_ Home: \_\_\_\_\_

Email: \_\_\_\_\_

Overall purchase history: \$ \_\_\_\_\_

Purchase Trend Items: \_\_\_\_\_

Questions:

5. How satisfied are you with our products and service?
  
6. Any Team Member that you have had challenges with, or you were exceptionally pleased with?
  
7. Anything we should be doing that we are not? (carrying product, serving, times etc.)
  
8. Why did you choose us over others?

## 7.5 BASIC MAINTENANCE DUTIES

*Note: For all hours of operation there will be a designated tasks and duty for the park. This is a sample guide of those duties. The final version will be done when the general manager (GM) is hired.*

### **Daily Overall Store**

All bathrooms – Mop, Clean counters, Sinks and Mirrors, Stock as needed  
Storage - Dump trash, Sweep and Organize as needed.  
Lobby – Clean displays and vacuum as needed  
Classroom – Straighten and prep as needed  
Offices – Remove trash, Vacuum as needed  
Entrance – Clean area, remove all trash from garden  
Hallways – Clean all displays, photo frames and shelves  
Shipping area – Clean, Organize and help unload shipment as needed.  
Floor Mats – Vacuum all mats throughout the store  
Breakroom – Clean, stock as needed.  
Help stocking, ammo and targets as needed  
Inspect all exterior windows for damage and cleanliness.  
Inspect all entry doors for damage and cleanliness.  
Inspect all overhead doors for damage and function ability.  
Water all plants inside and out.  
Outside front of building – Sweep and pick up and trash as needed  
Inventory all needed maintenance supplies

### **Daily for Ranges & Parking Areas**

Inspect all Ranges, bullet traps, lanes and target holders  
Ranges – Do all minor repairs as needed, etc.  
Storage Areas – Clean and Organize as needed

#### Monday

Bays – Clean lane – Paint carriers

#### Tuesday

Ranges – Clean lane – Repair Target Holders

#### Wednesday

Do semi-weekly duties (Listed Below)

#### Thursday

Clean parking lot areas

#### Friday

Check all bullet traps, rake and fill shooting slopes as needed.  
Outside Club House – Sweep and pick-up trash as needed.

### **Semi-Weekly**

- (One week) Clean all fire extinguishers and make sure they are accessible  
Inventory all maintenance supplies
- (Opposite wk) Replace lights as needed  
Inventory all PPE supplies

### **Monthly**

Clean and preform regular maintenance on shooting tables and target stands  
Check ballistic sand backfill bins on the range and fill as needed  
Run lead swipes in storage, all receiving areas, computer keyboards, doorknobs, wash stations, range windows (inside and out), break room, time clock areas.  
Inspect the roof for damage and any debris.

### **Quarterly**

Steam clean all carpeted areas in the building.

### **Bi-Yearly** (every 6 months)

Spring – Prep cooling and heating units  
Fall – Prep cooling and heating units, close up & secure water lines where needed.

### **Yearly**

Paint where needed (Range, floors & walls etc..)  
Clean Security Cameras  
Clean the light fixture covers  
Clean around all vents

### **Periodically**

Mine the ballistic sand-bullet trap

# Appendix “C”

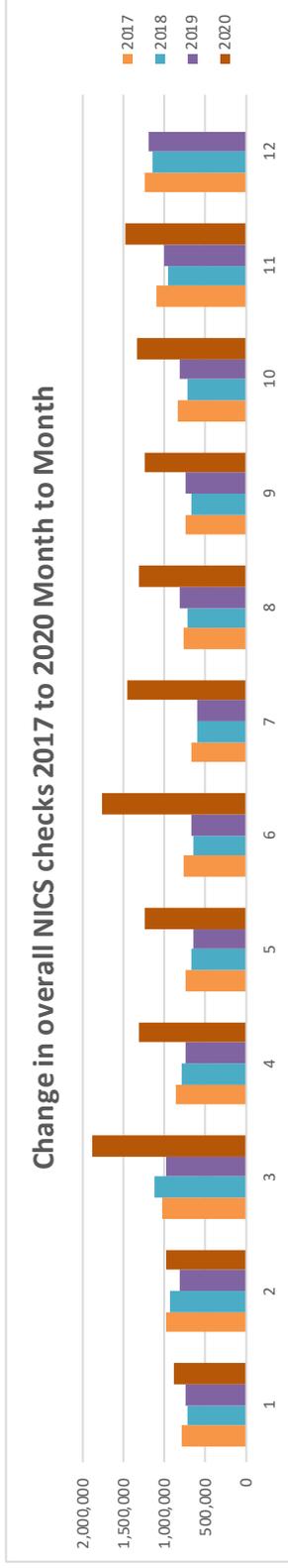
## NICS Data (Units Sold) National Instant Check System





## National Trends Combined

Please note these reports are based on data we have gathered from the NICS background check system, some state governments misuse this system and as a result, the numbers may be skewed (i.e. pawn in & out to the same person, CCW recheck, firearm rechecks, etc..)



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2012	652,660	886,972	847,106	659,368	589,184	591,103	599,326	724,236	707,423	778,973	1,105,416	1,685,266	9,827,033
2013	1,346,175	1,193,530	1,098,206	858,076	695,823	621,332	609,518	725,515	699,174	770,424	933,153	1,128,210	10,679,136
2014	686,969	933,855	933,219	754,565	660,858	608,042	613,857	736,503	757,260	865,022	1,009,434	1,267,734	9,827,318
2015	809,869	979,170	912,778	757,928	709,495	678,529	726,612	786,732	801,941	901,461	1,111,266	1,786,648	10,962,429
2016	1,070,544	1,136,224	992,457	843,746	700,746	848,835	898,036	920,558	851,729	1,014,485	1,264,841	1,396,501	11,938,702
2017	792,396	982,100	1,033,509	852,588	751,915	772,507	683,648	765,797	748,598	831,396	1,108,266	1,248,278	10,570,998
2018	726,041	941,373	1,123,656	794,206	669,243	649,685	606,133	712,675	671,794	724,508	967,658	1,144,212	9,731,184
2019	734,178	823,848	982,941	739,905	656,602	675,129	607,372	821,254	743,873	804,290	1,010,892	1,203,608	9,803,892
2020	883,293	971,202	1,885,129	1,308,948	1,250,868	1,756,428	1,460,193	1,315,334	1,250,881	1,346,573	1,489,052	1,489,052	14,917,901

- Newtown, CT
- San Bernardino Terrorist Attack
- Florida Terrorist Attack (Pulse Nightclub)
- COVID-19 Outbreak

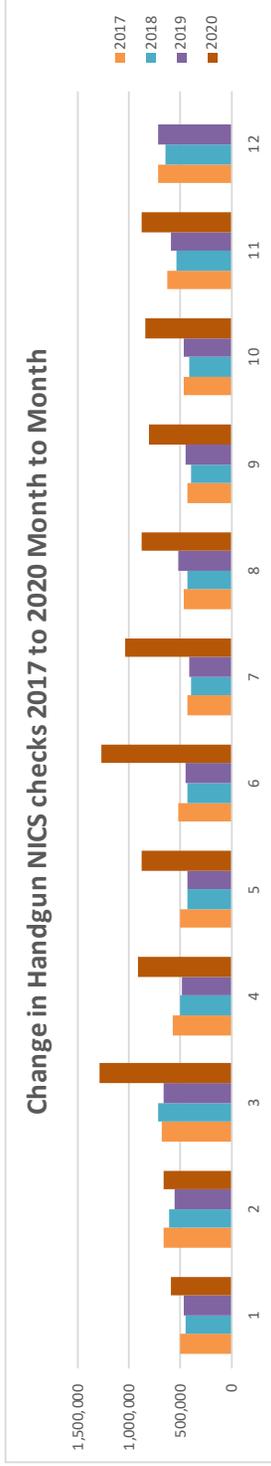
### Observations:

The tragedy of the terrorist attack in San Bernardino in Dec 2015 which sparked sales was felt from December to almost April the following year.

# National Trends Handgun



Please note these reports are based on data we have gathered from the NICS background check system, some state governments misuse this system and as a result, the numbers may be skewed (i.e. pawn in & out to the same person, CCW recheck, firearm rechecks, etc...)



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2011	309,190	384,694	394,676	324,077	275,467	266,684	260,819	286,342	282,600	294,565	325,084	462,984	3,867,182
2012	363,062	514,328	481,498	371,738	334,791	330,705	337,510	380,672	346,383	365,754	480,395	793,947	5,100,783
2013	795,951	699,467	613,247	475,403	391,325	346,751	345,041	377,058	336,398	368,184	409,924	505,279	5,664,028
2014	385,415	574,049	568,278	460,652	411,402	372,241	372,311	416,953	408,267	463,801	500,562	676,236	5,610,167
2015	504,266	630,287	572,879	482,596	463,023	443,637	474,115	472,697	463,524	520,119	622,684	1,110,413	6,760,240
2016	720,891	773,731	664,240	552,056	459,093	522,027	559,812	553,577	481,772	577,500	684,723	772,313	7,321,735
2017	510,689	657,142	684,194	567,948	501,641	517,892	436,500	462,625	434,789	473,977	624,863	712,728	6,584,988
2018	457,918	606,384	713,688	511,729	441,517	428,832	396,210	438,099	394,498	417,236	535,020	654,813	5,995,944
2019	470,143	551,153	657,151	490,514	437,031	451,558	405,962	526,183	446,267	473,808	589,299	723,132	6,222,201
2020	591,484	662,949	1,294,783	918,202	882,349	1,272,872	1,034,529	874,745	801,783	850,706	884,637		10,069,039

- Newtown, CT
- San Bernardino Terrorist Attack
- Florida Terrorist Attack (Pulse Nightclub)
- COVID-19 Outbreak

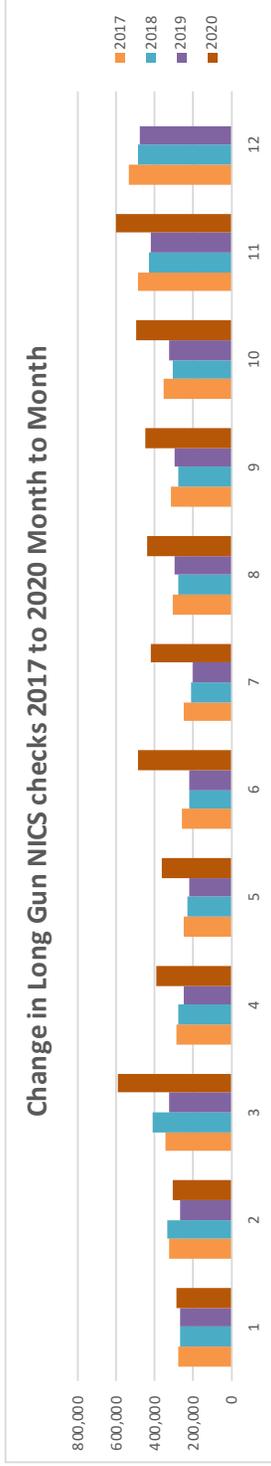
**Observations:**

The tragedy of the terrorist attack in San Bernardino in Dec 2015 which sparked sales was felt from December to almost April the following year.

# National Trends Long Gun



Please note these reports are based on data we have gathered from the NICS background check system, some state governments misuse this system and as a result, the numbers may be skewed (i.e. pawn in & out to the same person, CCW recheck, firearm rechecks, etc...)



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2011	249,800	288,886	310,017	266,545	214,213	206,509	209,664	280,884	312,022	351,693	449,123	567,346	3,706,702
2012	289,598	372,644	365,608	287,630	254,393	260,398	261,816	343,564	361,040	413,219	625,021	891,319	4,726,250
2013	550,224	494,063	484,959	382,673	304,498	274,581	264,477	348,457	362,776	402,240	523,229	622,931	5,015,108
2014	301,554	359,806	364,941	293,913	249,456	235,801	241,546	319,550	348,993	401,221	508,872	591,498	4,217,151
2015	305,603	348,883	339,899	275,332	246,472	234,892	252,497	314,035	338,417	381,342	488,582	676,235	4,202,189
2016	349,653	362,493	328,217	291,690	241,653	326,808	338,224	366,981	369,957	436,985	580,118	624,188	4,616,967
2017	281,707	324,958	349,315	284,640	250,274	254,615	247,148	303,172	313,809	357,419	483,403	535,550	3,986,010
2018	268,123	334,989	409,968	282,477	227,726	220,853	209,923	274,576	277,296	307,272	432,638	489,399	3,735,240
2019	264,035	272,695	325,790	249,391	219,571	223,571	201,410	295,071	297,606	330,482	421,593	480,476	3,581,691
2020	291,809	308,253	590,346	390,746	368,519	483,556	425,664	440,589	449,098	495,867	604,415	4,848,862	

- Newtown, CT
- San Bernardino Terrorist Attack
- Florida Terrorist Attack (Pulse Nightclub)
- COVID-19 Outbreak

**Observations:**

The tragedy of the terrorist attack in San Bernardino in Dec 2015 which sparked sales was felt from December to almost April the following year.

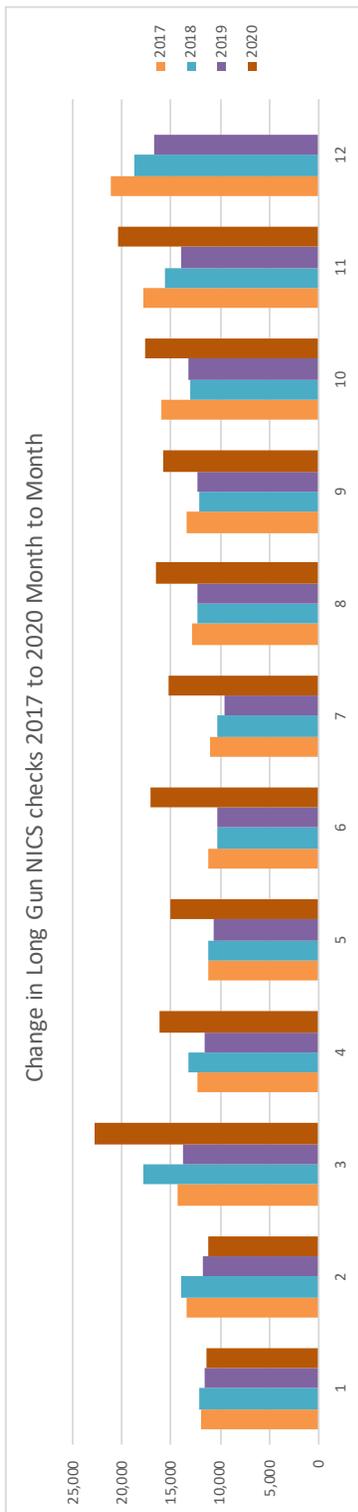
# Colorado



Please note these reports are based on data we have gathered from the NICS background check system, some state governments misuse this system and as a result, the numbers maybe skewed (i.e. pawn in & out to the same person, CCW recheck, firearm rechecks, etc...)



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2012	13,711	17,069	16,271	12,909	12,175	11,986	13,433	15,970	13,865	14,356	19,733	23,511	184,989
2013	26,419	27,732	23,937	18,548	15,666	16,137	11,755	12,739	12,795	13,346	15,843	18,259	213,176
2014	14,078	17,215	18,478	14,888	13,775	12,549	13,288	14,088	13,033	14,704	15,478	20,924	182,498
2015	15,739	18,284	17,716	15,865	15,660	15,127	15,828	15,890	15,186	17,059	19,784	34,653	216,791
2016	23,518	22,384	20,049	17,897	16,293	17,790	18,765	18,116	17,390	20,343	24,052	25,905	242,502
2017	17,189	20,958	21,249	19,433	17,085	17,781	16,063	16,610	15,751	17,238	23,682	26,649	229,708
2018	17,498	20,604	24,811	19,015	16,113	15,796	15,420	16,160	14,546	15,101	18,926	22,627	216,617
2019	16,417	18,697	22,511	17,199	16,653	16,013	15,550	17,237	14,614	15,537	17,950	22,531	210,909
2020	19,614	19,931	43,322	29,865	27,297	35,381	29,171	25,765	24,260	25,802	27,091		307,499

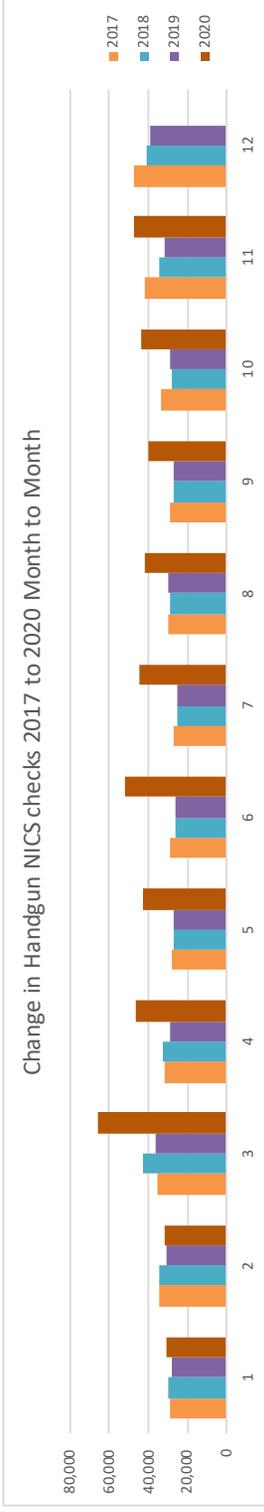


	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2012	11,801	14,133	14,039	11,210	10,380	10,435	10,672	13,345	13,590	15,055	21,463	24,846	170,969
2013	19,972	20,546	20,786	16,004	12,799	13,206	9,266	12,081	12,751	14,105	16,429	20,072	188,017
2014	11,498	13,037	13,652	11,741	10,818	9,343	10,489	12,531	12,658	14,649	16,152	19,494	156,062
2015	11,932	12,985	14,259	11,795	11,252	10,700	10,903	12,572	12,898	14,870	16,082	22,880	163,128
2016	13,327	13,355	12,776	12,560	11,252	15,115	15,176	14,054	14,521	16,962	19,794	21,134	180,026
2017	11,864	13,477	14,378	12,407	11,165	11,298	11,065	12,925	13,448	15,967	17,832	21,168	166,994
2018	12,153	13,985	17,741	13,280	11,143	10,351	10,239	12,392	12,061	13,079	15,702	18,734	160,860
2019	11,575	11,731	13,791	11,594	10,619	10,215	9,601	12,352	12,289	13,269	13,946	16,681	147,663
2020	11,451	11,285	22,756	16,199	15,043	16,998	15,184	16,476	15,873	17,699	20,410		179,374

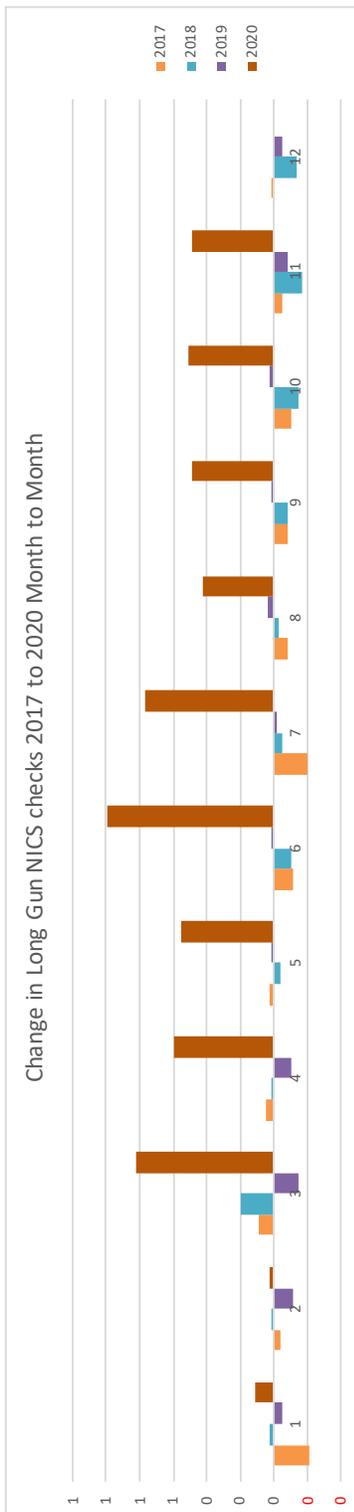
# Colorado



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	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2012	25,512	31,202	30,310	24,119	22,555	22,421	24,105	29,315	27,455	29,411	41,196	48,357	355,958
2013	46,391	48,278	44,723	34,552	28,465	29,343	21,021	24,820	25,546	27,451	32,272	38,331	401,193
2014	25,576	30,252	32,130	26,629	24,593	21,892	23,777	26,619	25,691	29,353	31,630	40,418	338,560
2015	27,671	31,269	31,975	27,660	26,912	25,827	26,731	28,462	28,084	31,929	35,866	57,533	379,919
2016	36,845	35,739	32,825	30,457	27,545	32,905	33,941	32,170	31,911	37,305	43,846	47,039	422,528
2017	29,053	34,435	35,627	31,860	28,250	29,079	27,128	29,535	29,199	33,205	41,514	47,817	396,702
2018	29,651	34,589	42,552	32,295	27,256	26,147	25,659	28,552	26,607	28,180	34,628	41,361	377,477
2019	27,992	30,428	36,302	28,793	27,272	26,228	25,151	29,589	26,903	28,806	31,896	39,212	358,572
2020	31,065	31,216	66,078	46,064	42,340	52,379	44,355	42,241	40,133	43,501	47,501		486,873



	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	YTD Total
2012	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	23.11%
2013	73.99%	55.79%	59.31%	46.20%	44.84%	56.11%	47.17%	4.20%	-1.46%	-1.82%	-17.89%	-19.05%	28.95%
2014	-37.26%	-33.05%	-33.54%	-20.74%	-19.10%	-33.80%	-30.71%	-9.57%	-3.53%	3.42%	-3.65%	9.34%	-17.68%
2015	8.19%	3.36%	-0.48%	3.87%	9.43%	17.97%	12.42%	6.92%	9.31%	8.78%	13.39%	42.34%	11.29%
2016	33.15%	14.30%	2.66%	10.11%	2.35%	27.41%	26.97%	13.03%	13.63%	16.84%	22.25%	-18.24%	13.70%
2017	-21.15%	-3.65%	8.54%	4.61%	2.56%	-11.63%	-20.07%	-8.19%	-8.50%	-10.99%	-5.32%	1.65%	-6.01%
2018	2.06%	0.45%	19.44%	1.37%	-3.52%	-10.08%	-5.42%	-3.33%	-8.88%	-15.13%	-16.59%	-13.50%	-4.43%
2019	-5.60%	-12.03%	-14.69%	-10.84%	0.06%	0.31%	-1.98%	3.63%	1.11%	2.22%	-7.89%	-5.20%	-4.24%
2020	10.98%	2.59%	82.02%	59.98%	55.25%	99.71%	76.35%	42.76%	49.18%	51.01%	48.92%		52.61%

# Appendix “D”

## REMEDIATION SUMMERY & ESTMATE



Proj. # 19011.01

Dec/2020



Metals Treatment Technologies, LLC (MT2) has prepared this Document to address the specific requirements of the project referenced within this Document and contains proprietary and confidential information. This Document is the sole property of MT2 and must be returned upon demand. By accepting this Document, the recipient agrees to keep confidential the information and concepts contained herein or made in connection with any further investigation of the Company. Any disclosure, copying, distribution or use of the contents of this Document for other than the above stated purpose is prohibited. By accepting this Document, the recipient agrees not to disclose copy, distribute or use this information for other than its intended purpose, as stated above, in whole or in part without the prior written consent of MT2.

## 1.0 MT2 SCOPE OF SERVICES

Metals Treatment Technologies, LLC (MT2) is providing the following price quote for Lead Removal and Lead-impacted soil lead stabilization treatment in to support Clark Vargas and Associate, Ltd (Vargas) to support completion of planned remediation and re-construction of a range facility on the property of the Clear Creek County Sportsmen’s Club Range in Dumont CO. MT2 pricing is based on MT2’s review of the site via Google Earth Image analyses a recent site visit, and MT2 knowledge of the site. MT2’s presented technical approach and pricing follow USEPA Best Management Practices for Lead at Outdoor Shooting Ranges (USEPA, 2005) and Colorado Department of Public Health and Environment Guidance Corrective Action at Outdoor Shooting Ranges (CDPHE, 2012) which allows for on-range processing ( including lead reclamation, lead recycling, and soil treatment)to remove lead and reduce leachable lead as well as beneficial reuse of processed soils at a firing range.

Below is a image of the range property and expected remediation areas that will be addressed prior to construction of a new range on the property.



Below is a table of estimated quantities associated with processing soils from the former range and preparation of these materials for beneficial reuse for re-construction a new range on the property.



Quote: Budgetary Pricing Estimate – MT2 Services for Remediation  
 Clear Creek County Sportsmen’s Club Range – Dumont CO  
 Submitted to: Clark Vargas, [cvargas@cvaltd.com](mailto:cvargas@cvaltd.com) ; C. Vargas and Associates, Ltd.  
 8808 Arlington Expressway Jacksonville, FL 32211

August 20, 2020

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Table of Estimated Project Quantities

Range Feature	Apron and Berm Area (sq.ft.)	Cut Depth (ft)	Quantity (cu.ft.)	Quantity (CY)
<b>Backstop Berms</b>				
Range 1 Backstop Berm and Apron	1150	2	2300	85
Range 2 Backstop Berm and Apron	1115	2	2230	83
Range 3 Backstop Berm and Apron	500	2	1000	37
Range 4 Backstop Berm and Apron	1050	2	2100	78
Range 5 Backstop Berm and Apron	3860	2	7720	286
Range 5 Intermediate Berm 25 yds	100	2	200	7
Range 5 Intermediate Berm 50 yds	100	2	200	7
Range 5 Intermediate Berm 75 yds	100	2	200	7
Range 5 Intermediate Berm 100 yds	100	2	200	7
Range 6 Backstop Berm and Apron	1110	2	2220	82
Range 7 Backstop Berm and Apron	1540	2	3080	114
Range 8 Backstop Berm and Apron	500	2	1000	37
Subtotal Berm Soils				<b>831</b>
<b>Trap Range</b>				
Trap Range Shot Fall (in clear areas)	11730	0.33333	3909.9609	145
PAH Soils	14600	0.33333	4866.618	180
Subtotal Trap Range Soils				<b>325</b>
<b>All other Range Floor/Side Berms</b>				
Scrape Area A	5200	0.33333	1733	64
Scrape Area B	90600	0.33333	30200	1119
Subtotal Range Floor/Side Berms Soils				<b>1183</b>

Note: It is reasonable to expect that 10-20 tons of lead bullets, bullet fragments and shot may be reclaimed during processing of former range soils described above.



MT2 pricing includes all labor, equipment, materials and supplies to complete the project as envisioned. Prior to additional specification of project tasks by Vargas, MT2 Pricing includes the following:

- 1) Preparation of a soil processing Work Plan and a Site-specific Safety and Health Plan in accordance with project specifications. Making arrangements to mobilize equipment, personnel, and materials to the processing site as well as obtaining water and use of a water truck/trailer for dust control sprinkling. MT2 anticipates at least 2-weeks will be needed to mobilize complete site set up after agreement of project plans.
- 2) Perform excavation and soil processing of lead-impacted soil and potentially lead-impacted soils as indicated below.
  - a) Lead-Impacted backstop berm soils (including apron areas) containing bullets and bullet fragments will be excavated to 2 feet (24 inches) and soils will be soil processed to reclaim and recycle recovered bullets and bullet fragments. Resulting fines will be treated using MT2’s ECOBOND® to stabilize lead to below 5.0mg/kg TCLP Pb based on a 5-point composite sample collected and analyzed for each 250 CY of processed soils. Except for reclaimed and recycled lead, resulting materials will be segregated and retained on site for beneficial reuse during the construction of the new range facility on the property.
  - b) Lead-impacted and potentially lead-impacted soils from the shot fall zone of the trap field will be scraped/excavated to 4” and will be processed to reclaim and recycle recovered shot pellets (and bullets and bullet fragments – if present). Resulting fines will be treated using MT2’s ECOBOND® to stabilize lead to below 5.0mg/kg TCLP Pb based on a 5-point composite sample collected and analyzed for each 250 CY of processed soils. Except for reclaimed and recycled lead, resulting materials will be segregated and retained on site for beneficial reuse during the construction of the new range facility on the property.
  - c) Potentially lead-impacted soils and debris from the clay target fall zone will be scraped/excavated to 4”, consolidated, and segregated for disposal of PAH-containing clay targets and disposed off site at as a non-hazardous solid waste at a nearby landfill. MT2 will test these soils/materials and as necessary treat these soils with ECOBOND® to ensure lead is below 5.0 mg/kg TCLP Pb prior to development of a waste profile to support off-site disposal.
  - d) Potentially lead-impacted soils from the remaining footprint of the site (range floors and side berms) will be excavated to 4”. These soils will be tested for total lead and TCLP Pb. If above 400 mg/kg total lead they will be treated with ECOBOND® as described above and reused beneficially at the new range. MT2 estimates roughly 25% of these range floor and side berm soils may require ECOBOND® Treatment prior to beneficial reuse in range construction.
- 3) Segregate, stage and clearly identify processed soils for beneficial reuse during subsequent range re-construction at the site

Soil processing of lead-impacted soil will be performed as indicated below.

1. Separate soils from bullet and bullet fragments and shot using a proprietary dual phase MT2 Separation System comprised of a screening system to separate soils from bullets and bullet fragments based on size and MT2’s proprietary finishing system to finish the separation based on density. Using this separation system, MT2 will remove 80-95% (weight percent) lead bullets and bullet fragments greater than ¼” and/or shot as measured in samples collect before and after screening
2. Recycle separated lead bullets/bullet fragments and shot. MT2 will retain 100% ownership of the lead for recycling which has been calculated to offset project costs.



Quote: Budgetary Pricing Estimate – MT2 Services for Remediation  
Clear Creek County Sportsmen’s Club Range – Dumont CO  
Submitted to: Clark Vargas, [cvargas@cvaltd.com](mailto:cvargas@cvaltd.com) ; C. Vargas and Associates, Ltd.  
8808 Arlington Expressway Jacksonville, FL 32211

August 20, 2020

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3. Guaranteed ECOBOND® treatment of lead-contaminated soils to achieve <5.0 mg/L TCLP Pb concentration to support reconstruction of the range and beneficial reuse on the property as a new shooting facility.
4. MT2 will add ECOBOND® and thoroughly mix with soils within each 250-500 CY of soil using in-situ or stockpile treatment methods. Sprinkling/praying will be used for dust control and to meet treatment requirements, as needed.
5. Following a 12–24 hour post-treatment curing period, MT2 will take a 5-point composite sample from treated soil; sample(s) will be sent to a certified laboratory for TCLP Pb analysis. MT2 will provide TCLP results to Customer for review and included in Project reports.
6. Should sample results indicate a failure to achieve RCRA 5.0 mg/L TCLP Pb, MT2 will retreat the soil at no additional cost
7. Oversize rocks and other debris such as timbers, remnant tires, vegetation, etc. will segregated and staged on-site for re-use and/or disposition by others.
8. Others will conduct perimeter air monitoring and dust control during processing of soils



## 2.0 MT2 BUDGETARY PRICING

The following budgetary pricing is provided pending additional specification.

Pay item	Description	QTY	Unit Rate	Total Budgetary Price
1	<b>Upfront Payment:</b> MT2 Treatability Study, Work Plan, Safety Plan, Project Meetings, Mobilization, Site Set-up (including specified SWPPP Measures)	1	Lump Sum	\$15,000 – \$20,000
2	<b>Soil Processing:</b>			
2a	<b>Backstop Berm Soils:</b> Excavate to 2 -feet, Lead Separation, Guaranteed ECOBOND® Treatment to below 5.0 mg/L TCLP Pb based on 5-point composite sampling for each 250-500 CY, Lead recycling <sup>1/</sup> , Staging for beneficial reuse in new backstop berms.	Up to 850 CY	Lump Sum	\$65,000 - \$70,000
2b	<b>Shot Gun Range Soils:</b> Excavate to 4-inches, Lead Separation, Guaranteed ECOBOND® Treatment to below 5.0 mg/L TCLP Pb based on 5-point composite sampling for each 250-500 CY, Lead recycling <sup>1/</sup> , Staging for beneficial reuse in new backstop berms or new shotgun range.	Up to 350 CY	Lump Sum	\$25,000 - \$30,000
2c	<b>All Other Soils:</b> Excavate to 4-inches, Testing, Guaranteed ECOBOND® Treatment to below 5.0 mg/L TCLP Pb based on 5-point composite sampling for each 250-500 CY (for 25% of soils), Staging for beneficial reuse in new range where needed	Up to 1,200 CY	Lump Sum	\$22,000 - \$26,000
3	<b>Final Payment:</b> Clean-up, demobilization, and submittal for Final Report	1	Lump Sum	\$5,000 – \$7,000
<b>Budgetary Total</b>				<b>\$132,000 – \$153,000</b>

<sup>1/</sup> MT2 retains 100% of the proceeds from lead recycling.

### 2.1 PROJECT APPROACH ASSUMPTIONS AND CLARIFICATIONS

- MT2 requires written advanced notice of at least 14 days to mobilize to the site to accommodate project planning and shipment of ECOBOND®. Currently MT2 anticipates arrival on site for processing at a mutually agreed upon time as early as April/May 2021.
- MT2 will adhere to Site Access, Project QA, Safety Plan and Permitting, requirements presented in project specifications.
- Others will provide the following:
  - SWPPP Plan and implementation of requirements including truck track-out pad
  - All required project permitting
  - Site utility locates (reviewed and concurred upon by MT2 before processing)
  - Vegetation clearing
  - Revegetation as needed



Quote: Budgetary Pricing Estimate – MT2 Services for Remediation  
Clear Creek County Sportsmen’s Club Range – Dumont CO  
Submitted to: Clark Vargas, [cvargas@cvaltd.com](mailto:cvargas@cvaltd.com) ; C. Vargas and Associates, Ltd.  
8808 Arlington Expressway Jacksonville, FL 32211

August 20, 2020

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- MT2 anticipates up to 2-3 continuous workweeks M-F of up to 10 hours per day onsite to accomplish work as described above. Saturday will be used as contingency day if weather would delay a work day Monday through Friday. An additional 5-workdays will be required to receive final analytical results.
- Others will provide water and associated items such as permit/meter/hose as needed. MT2 will direct Prime or others in water application to provide dust suppression sprinkling as needed during processing operations.
- Pricing does not include management of live ammunition, only spent rounds.
- MT2 will place recovered lead into 55-gallon drums on pallets in or near the Processing Area. MT2 will load and transport drums to a recycler. A certificate of recycling will be provided to Customer upon completion of recycling. MT2 will retain the recycling value of the lead.
- MT2 will guarantee ECOBOND® stabilization treatment of soils to below 5.0 mg/L TCLP based on a 5-point composite sampling for each 250-500 CY of treated soils. Should treatment confirmation sample results indicate a failure to achieve the criteria of 5.0 mg/L TCLP Pb, MT2 will retreat the soil at no additional cost until confirmation test results confirm that treatment criterion levels have been met. Upon attainment of passing results, treated soils will be staged by MT2.
- MT2 assumes no current or future liability for potential lead contamination at the project site.
- MT2 will perform dry decontamination of equipment before demobilization. It is assumed that the decontamination waters can be placed back into the treated roll-offs.
- MT2 pricing **does not** include any of the following:
  - Prevailing Wage Rates
  - Bonding
  - Retainage
  - Liquidated Damages
- Customer will pay upfront mobilization payment prior to MT2 Workplan and pre-work tasks.
- Payment to MT2 due within 30 days of receipt of MT2 invoice (Net 30 days). Customer agrees to pay MT2 an additional 1.5% per month on the account and all collection fees for any past due amount owed MT2.
- MT2 pricing is subject to MT2 review and approval of final contract terms and conditions.
- MT2 pricing valid for 90 days.



### 3.0 ECOBOND® OVERVIEW

MT2 maintains a broad portfolio of patented and proprietary chemical metals stabilization processes; known as ECOBOND® that provide permanent stabilization of all heavy metals. The MT2 processes are previously approved by the US EPA and are non-hazardous. The resulting treated soils contain extremely stable metal compounds that virtually eliminate the leaching of metals to the environment. The strength and effectiveness of the stabilization has been verified using the EPA's TCLP test parameters and Multiple Extraction Procedure (MEP) tests.

Advantages of ECOBOND® chemical stabilization also include its robust capability and ease of application. The technology can be applied in a wet or dry form and can be used to stabilize metals in-situ or ex-situ. These varied applications make it ideal for use at a wide range of metals contaminated sites. At some sites the technology can be surface applied and mixed into soil in its dry form. At other sites the technology can be sprayed in its wet form onto the contaminated material in a topical fashion. In addition to the technical and application advantages, the cost of utilizing chemical stabilization to treat heavy metals contamination is attractive. By being able to treat metals contamination to EPA RCRA or Universal Treatment Standards (UTS), stabilized waste can often be left on-site rather than transported off-site to a hazardous landfill. The disposal cost savings for stabilized metals can often be measured in the hundreds of dollars per ton.

**MT2 ECOBOND® ADVANTAGE**  
**Lower Cost:** Typically 30%-50% lower cost  
**Reduction of Environmental Liability:** Significantly reduces potential of long-term liabilities  
**Proven Technology:** Technology previously approved by EPA and state regulators with guaranteed, field validated reliability  
**Best Available Technology:** Permanent and irreversible chemical process, strength and durability to 1,000 years verified by EPA approved testing

**MT2 Metals Treatment Results**

Waste Stream	Metals	Pre Treatment	Post-Treatment	Regulatory Standards	
		TCLP (ppm)	TCLP (ppm)	RCRA (ppm)	UTS (ppm)
Mill Tailing	As	2,200.0	1.030	5.0	5.000
Sludge	Cd	160.0	0.100	1.0	0.110
Mill Tailing	Cr	14.0	<0.050	5.0	0.650
Industrial Site	Ba	249.0	0.030	100.0	210.0
Industrial Site	Pb	980.0	0.250	5.0	0.750
Firing Range	Pb	977.0	0.180	5.0	0.750
Mine Tailing	Zn	108.0	2.000	NA	4.300
Mill Tailing	Se	190.0	0.890	1.0	5.700
Chemical Waste	Hg	500.0	0.070	0.2	0.025



Heavy metals contamination can be found associated with spent battery recycling sites, electroplating facilities, process sludge, military sites, firing ranges, Brownfields redevelopment, lead based paint coated buildings and structures, and associated with mining activities. Our services and technologies have been applied to project work for the following types of commercial, industrial and government clients:

- Commercial and Industry Applications: mining and smelting operations, battery recycle and disposal sites, military and private firing ranges, brownfields/real estate development, process wastes and sludge, and electric arc steel manufactures.
- Government Agencies and Programs: Environmental Protection Agency, Department of Energy, Department of Defense, Bureau of Reclamation, U.S. Army Corps of Engineers and State Environmental and Health Agencies.

MT2’s ECOBOND® process utilizes a combination of proprietary materials that are nature’s best stabilizers of leachable metals. ECOBOND® compounds have extremely low Ksp (solubility potential) values indicating that it is virtually impossible to dissolve these metal complexes (Table 3). This technique has been used to stabilize heavy metals for a number of years and have proven superior to cementation and other methods that rely on increasing the alkalinity of the matrix to immobilize the metals<sup>1</sup>. Unlike many stabilizing compounds, the MT2’s reagents bond directly with metals and are not subject to long-term pH related deterioration.

**Table 3 - Ksp (Solubility Potential) of Various Lead-Phosphate Minerals**

Lead Species / Mineral Name	Formula	Log Ksp
Salt	NaCl	0.0*
Quartz	SiO <sub>2</sub>	-4.0
Anglesite	PbSO <sub>4</sub>	-7.7
Cerussite	PbCO <sub>3</sub>	-12.8
Galena	PbS	-27.5
Fluoropyromorphite	Pb <sub>5</sub> (PO <sub>4</sub> ) <sub>3</sub> F	-71.6
Hydroxypyromorphite	Pb <sub>3</sub> (PO <sub>4</sub> ) <sub>3</sub> OH	-76.8
Plumbogummite	PbAl <sub>3</sub> (PO <sub>4</sub> ) <sub>2</sub> (OH) <sub>5</sub> H <sub>2</sub> O	-99.3
Corkite	PbFe <sub>3</sub> (PO <sub>4</sub> )(SO <sub>4</sub> )(OH) <sub>6</sub>	-112.6

\*For comparison purposes

The EPA’s TCLP is one measure of the long-term stability of a treated waste because it simulates the leaching effect of water or acid that may come into contact with stabilized metals. To simulate a longer period of environmental exposure, the Multiple Extraction Procedure (MEP) test has been developed. The MEP test consists of multiple acid extractions and pH adjustments that are similar to the TCLP test. However, different leachates are used for each of ten separate extractions. It is estimated that each TCLP extraction simulates 100 years of stability and after ten MEP extractions, 1,000 years of metals stability are simulated. The durability of similar treated materials has been tested by numerous MEP tests and has been evaluated in the EPA’s Superfund Innovative Technology Evaluation (SITE) program. The MEP test is just one of the tests that have been conducted to establish the long-term stability of chemically stabilized waste. See Table 4.

<sup>1</sup> Ruby, Davis et al, In Situ Formation of Lead Phosphates in Soils as a Method to Immobilize Lead, 1994.



**Table 4 - Example of Treatment Results from 2 Sites using MEP Testing of MT2 Stabilized Lead Contaminated Soil (1,000 Years of Simulated Metals Stability)**

	Crooksville Lead Superfund Site	Crooksville Lead Superfund Site	Lead Paint Sand Blast Grit	Lead Paint Sand Blast Grit	Lead Paint Sand Blast Grit
Pre Treatment Lead TCLP	32	980	26	34	49
MEP Extraction Post Treatment					
#1 – 100 years	0.08	<0.05	<0.05	<0.05	<0.05
#2 – 200 years	0.14	0.13	<0.05	<0.05	<0.05
#3 – 300 years	0.21	0.05	<0.05	<0.05	<0.05
#4 – 400 years	0.13	0.06	0.13	0.23	0.08
#5 – 500 years	0.14	0.08	0.31	0.12	0.07
#6 – 600 years	<0.05	0.15	0.15	0.06	0.06
#7 – 700 years	0.16	<0.05	0.19	0.03	0.04
#8 – 800 years	0.25	0.18	0.19	0.05	0.06
#9 – 900 years	0.26	0.53	0.18	0.06	<0.05
#10–1,000 years	0.23	0.33	0.14	<0.05	<0.05
Average MEP Extraction	0.165	0.161	0.14	0.075	0.056

In summary, MT2’s proprietary ECOBOND® technology has previously been approved by the U.S. Environmental Protection Agency as well as state regulators. ECOBOND® provides an advanced in situ and ex situ treatment for a wide variety of metals utilizing innovative methods with standard equipment, converting RCRA hazardous waste into non-hazardous material. MT2’s state-of-the-art technologies and experienced personnel provide clients with technical and field services producing substantial cost savings. MT2’s ECOBOND® technologies are broadly applicable for chemical conversion and stabilization for:

- Soils, Silts and Sediments
- Process Waste and Sludges
- Firing Ranges/Shooting Ranges
- Lead Paint and Glass
- Mine/Smelter Sites
- Former Disposal Locations
- Brownfields Sites
- Battery Recycling Sites

The advantages of ECOBOND® technologies and MT2 services include:

- Lower Cost: Typically 30%-50% lower cost than other alternatives
- Reduction of Environmental Liability: Significantly reduced potential of long-term liabilities through improved best management practices
- Eliminates Generation of Hazardous Wastes: No hazardous waste manifesting, substantial disposal cost reduction and reduced liability
- Proven Technology: Technology previously approved by EPA and state regulators in over seven (7) years of operations with guaranteed, field validated reliability
- Best Available Technology: Permanent and irreversible chemical process, strength and durability to 1,000 years verified by EPA approved testing.



- **Cash needs to start:** **\$ 125,000.**

Inventory, working capital, reserves, setting up various accounts, accounting & deposits, FFL and other licenses etc..

#### In Addition

- **On-Site support items needed:**
  - Emergency First Aid Centers at each bay and at the club house
  - PPE
  - Wash stations (some could be portable)
  - Various Hand Tools
  - Desks and office items
  - Breakroom tables, chairs, refrigerator, microwave, lockers, marking board, cork board, etc.
  - Classroom tables & chairs, marking boards, cabinets to store misc. items.
  - Display cases and counter
  - Funds for wall size photos of property and shooters
  - Toiletry & support items
  - POS system & support items
  - Commercial glass door refrigerator, popcorn machine, coffee/tea maker
  - Safes (1 cash drop box and 1 larger for guns)
  - Wireless communication items for staff and ROs
  - Funds for various signs around the property
  - Brass Retrieval Items (Barrel, walk behind collectors etc..)
  - Ice Machine?
  - Spot for food trucks to safely park and the hook-up needed all for special events?
- **Things to consider in the future:**
  - Snow blower
  - Outside heaters
  - Cart or utility buggy to get items around safer and more efficiently
  - Rent guns for guests and for training
  - Security cameras for all the bays and the club house exterior areas
    - Wi-fi and boosters around the property (can be done with the security camera install)
    - Outdoor speaker system?
    - Gunsmith Shack (Separate but located next to the club house and rented out)