Executive Summary:

Title: Marketing Initiative to Increase Awareness and Shooter Numbers at the Clark County Shooting Park

Applicant Name and Contact Information:
Steve Carmichael, Shooting Park Manager
Clark County Parks and Recreation Department – Clark County Shooting Park
11357 N. Decatur Blvd
Las Vegas NV 89131
(702) 455-2000 (Office)
(702) 239-4446 (cell)
(702) 522-8400
Email: Steve.Carmichael@ClarkCounty.gov

Funding Requested:
Fifty Thousand Dollars

Objective:
To increase public awareness and shooter numbers through the creation of an improved, multi-media marketing campaign to promote awareness of the Five-Star rated Clark County Shooting Park, and to entice new and existing shooters to participate in all aspects of the range including trap, skeet, rifle & pistol shooting, in a safe and controlled environment.

Summary Statement:
The first phase of the 2,880 acre Clark County Shooting Park featuring 24 trap and skeet fields, and 100 rifle & pistol firing points, had a limited opening in December of 2009. The range was built on federally acquired land and constructed with federal funds received under the Southern Nevada Lands Management Act. Since opening, the facility has utilized low cost methods of advertising to reach a potential customer base including word of mouth, web pages, government publications, social media, public service announcements and on-site advertising. According to a 2003 feasibility study conducted by Economic Research Associates (ERA), 61,000 shooter days were projected by the end of the 2nd year of full operation. To date, after 15 months of operation, the range has produced over 64,000 shooter days which exceeds earlier predictions. ERA further indicated the number of shooter days would increase to 111,000 in year 3.

Clark County is requesting funding to establish a formal marketing plan for the shooting park that would increase not only awareness of this facility and promote firearms safety, but serve to increase shooter participation numbers. Clark County would like to build an identity with the residents of Clark County and visitors to our community. New brochures will be custom designed to target all shooting enthusiasts. To compliment the brochure, the Shooting Park will also strategically engage in radio advertisements, and offer new clinics and league activity. All of the marketing efforts will be focused on enticing the new and existing shooter to come visit the Shooting Park.
Narrative:

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3. **Awareness/Public Benefit:**
The Clark County Shooting Park hopes to continue to raise public awareness regarding the range, firearm safety, hunter education and the personal and social benefits of participating in range activities. As a public shooting range, the facility is open and accessible to all residents and visitors of Clark County and has hosted a number of events over the past year targeting a variety of demographics. Family Shoots are scheduled regularly throughout the year and include opportunities for introduction to the recreational shooting sports (i.e. Pumpkin Smash, Turkey Shoot, Holiday Shoot). The park also hosted the American Heroes Challenge in October which brought together over 120 law enforcement and military personnel to participate in simulated activities, drawing an audience of over 8000. In addition, the facility hosts the Paralyzed Veterans Association (PVA) annually and the facility has accommodations for wheelchair bound visitors to observe or participate in all of the shooting venues.

The proposed marketing plan will specifically target the 1.9 million full time residents who live within the Las Vegas Valley and the estimated 37 million people who visit Las Vegas each year. There is no fee to enter the park and many visitors come to the park to simply observe the shooting activities. Opportunities are available for those who would like to have a family meal at the restaurant, located in the center of the park overlooking the Las Vegas Valley. Hunter Safety classes are offered regularly at the park at the Education Center. In 2010, 74 classes were held on site hosted and taught by staff from the Nevada Division of Wildlife. The Shooting Park was designed to accommodate large competitive events and groups as well as the individual shooter. Several large events are scheduled to be held in 2011 and 2012. Spectators are welcome and encouraged at all events. The public does not always know what events and amenities are offered at the Shooting Park and the proposed marketing campaign is directed at informing residents and visitors of what the park has to offer. The Shooting Park is a popular site for hunters who want to site in their rifles. Part of the marketing plan is to strategically inundate the airwaves with 30 second radio advertisements in late August and early September, to remind hunters to sharpen their accuracy prior to the start of hunting season. The State of Nevada offers a wide range hunting opportunities and it would be prudent for the bird hunters to polish their shotgun talents before they start sky busting.

4. **Mission, goals and objectives:**

   **Mission:**
   To provide a safe, affordable, world-class public shooting facility that provides the public with access to recreation and competitive opportunities in rifle, pistol, and shotgun, and to encourage the maximum use of the Clark County Shooting Park through unique and modern marketing concepts designed exclusively for the park.
Goals:
To increase marketing efforts to enhance shooter awareness and participation while promoting firearms safety. The Shooting Park offers 100 shooting positions at the pistol and rifle range, and 24 combined Trap & Skeet fields. It is our goal to continue positive growth, resulting in further build out and accommodation of even more shooter exposure in the future.

Objectives:
- Create a brand for the Clark County Shooting Park that will enhance name recognition, i.e., “Shoot Vegas”, and “On Target for Family Fun”.
- Develop a print advertising campaign that will include the phrases as above.
- Design an updated brochure to be delivered to 15,000 households and over 100 retail outlets.
- Develop marketing incentives (i.e.: cut-out coupon; complimentary firearm rental, Rifle/Pistol range passes and special offers).
- Create a radio advertising campaign with a minimum of four hundred and eighty, thirty (30) second radio spots to be aired on four different radio stations that focus on the demographics of our target audience in the Las Vegas valley, and the general surrounding area.
- Host three (3) new complimentary “Welcome to the Range” youth events in 2011.
- Expand evening trap league and introduce evening skeet league by June 2011.
- Increase new shooters’ proficiency and confidence by offering a minimum of 10 complimentary trap and skeet lessons each week through January.
- Attend a minimum of four (4) local trade/gun shows.
- Market the facility to 18 specified major hotel/casinos, concierges & hosts through invitation to facility for hands-on experience.
- Continue using social media sites such as Facebook and Twitter.
- Design promotional video in conjunction with Clark County’s in house A/V unit to promote the range and highlight upcoming events.
- Cultivate lifetime interest in shooting sports by marketing to Clark County youth programs, Boy Scouts of America, Y.M.C.A., Big Brother and other youth oriented programs.

5. Approach:
   a) Clark County will complete the design of the brochure and aggressively shop for the best price to have the brochure printed before July 15, 2011. In house focus groups and design experts will be used to reduce costs. Clark County planners will assist in determining the target areas where brochures will be distributed. Early analysis points towards distributing brochures to customers who patronize sporting goods stores, hardware stores, gun shows and large retail stores such as Sears, Costco, etc. Radio advertisements will be run on 4 designated stations and will be tailored toward specific demographics. A portion of the marketing campaign involves direct marketing. Approximately 15,000 brochures will be mailed to residences in our immediate area. The mailers will be sent during the months of August and September, which coincides with the start of several hunting seasons in Nevada.
   b) Clark County will monitor the project’s progress in several ways. Staff will log all contacts with customers who reference the brochure, or radio advertisements. Staff will log in all coupons redeemed at the Shooting Park.
   c) Shooting Park staff will measure the project progress by comparing the base line data established prior to the start of the program with the monthly totals during the program implementation period.

6. Project Time Schedule:
   a) Clark County will complete the objectives listed in the marketing plan by January 30, 2012.
b) Clark County staff will work with an outside marketing consultant to create a marketing brand and to design updated brochures. These concepts will be presented to the Clark County Shooting Park Advisory Board at their June 21, 2011 meeting for approval. Brochures will be printed and ready for distribution by July 29, 2011. Brochures will be distributed from August to December 2011.

- Radio advertisements to compliment the brochure will begin in September 2011 and run until the per-determined slots are expended.
- The “Welcome to the Range” youth events will take place during the months of October, November and December. Marketing efforts targeting this demographic (12-18 year olds), will begin in September 2011.
- Marketing efforts to expand the evening trap league and introduce a new evening skeet league will begin in May 2011.
- The Shooting Park Manager will direct Range Officers to provide a minimum of ten (10) complimentary trap and skeet lessons per week.
- Public Information Specialist will coordinate attendance at a minimum of four (4) trade/gun shows over the next six (6) months. Display will include updated brochures, marketing materials and promotional video.
- Shooting Park Manager will meet with hotel/casino representatives in October and November to extend invitation for a hands on experience at the facility.

7. Evaluation component to measure effectiveness:
   a) Survey the shooters to determine how they became aware of our facility by presenting them with a brief evaluation form available at our Shotgun and Rifle/Pistol Centers.
   b) Measure the increase in overall shooters during the marketing campaign. Data will be tracked and made available through department point of sale software reporting. Record the number of coupons redeemed through each marketing effort.
   c) Develop a short pre and post survey tool to be completed by shooters who participate in the free trap and skeet lessons in an effort to assess changes in attitude related to confidence and proficiency.
   d) Establish assessment teams in early January of 2012 to analyze and assess the effectiveness of the campaign. The Clark County Finance Department will assess results by reviewing revenue and expenditures during the campaign. The marketing plan has built in evaluation components (tally sheets, coupon deposit boxes, daily financial records, visitor feedback, visitor retention, training, etc.), which will be addressed before and during the campaign to assist management in evaluating the success of the program.
   e) Staff training regarding the new marketing campaign is scheduled to be held in May 2011. Evaluation forms and assessment tools will be provided and be available for customer distribution by June 1, 2011. To increase response rate, customers will receive a complimentary Clark County Shooting Park lapel pin.

8. Outline budget needs, support, resources and staffing:
   a) Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>Clark County</th>
<th>NSSF</th>
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</thead>
<tbody>
<tr>
<td>Brochure (Design cost)</td>
<td>$0.00</td>
<td>$4,000</td>
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<tr>
<td>Brochure, Flyer &amp; Coupon Print cost</td>
<td>$0.00</td>
<td>$15,400</td>
</tr>
<tr>
<td>(brochure; 100,000 copies x .12, + flyer &amp; coupons)</td>
<td>$0.00</td>
<td>$15,400</td>
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<tr>
<td>Direct Mailing (15,000 @ .44)</td>
<td>$0.00</td>
<td>$6,600</td>
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<tr>
<td>Radio advertisement (30 second radio ads, 480 spots $50)</td>
<td>$0.00</td>
<td>$24,000</td>
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<tr>
<td>Other Marketing &amp; Administration</td>
<td>$45,400</td>
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</table>

| Total project cost                   | $45,400      | $50,000 |
b) **Payment information:** Clark County Shooting Park c/o Clark County Parks and Recreation Finance Division 2601 East Sunset Road Las Vegas Nevada 89120

c) **Staff:** Clark County will assign the following staff to the marketing campaign.

<table>
<thead>
<tr>
<th>Staff name</th>
<th>Title</th>
<th>Level / location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Carmichael</td>
<td>Shooting Park Manager</td>
<td>Full time / on site</td>
</tr>
<tr>
<td>Kristen Siquian</td>
<td>Shooting Park Public Information Specialist</td>
<td>Full time/ on site</td>
</tr>
<tr>
<td>Jim Foreman</td>
<td>Principal Management Analyst</td>
<td>Full time / Admin. Office</td>
</tr>
<tr>
<td>Art Dixon</td>
<td>Advisory Committee- Grants</td>
<td>Volunteer/Las Vegas</td>
</tr>
<tr>
<td>Ron Lurie</td>
<td>Advisory Committee- Mktg.</td>
<td>Volunteer/Las Vegas</td>
</tr>
</tbody>
</table>

d) Multiple staff members will be needed to document daily feedback, log data and assist with the overall marketing campaign. Clark County Parks and Recreation is a dynamic agency that employs 1300 full and part time employees. The Clark County Shooting Park has 10 fulltime employees, 50 part time employees and approximately 55 volunteers. Clark County, like most governmental agencies, has been forced to reduce costs over the last few years. A challenge remains to maintain levels of service to the public due to harsh economic conditions while reaching out to the public to advertise the features and benefits of this world class facility. It is Clark County’s intent to procure and retain new customers brought to the park by the marketing campaign. Any customer who redeems a coupon or completes a survey or evaluation will be entered into the park database.

e) The Clark County Shooting Park has only been in operation for 15 months. The Shooting Park has not yet conducted a marketing program that resembles the scope depicted in this application. Early attempts have focused on public service announcements, local television and radio stations and advertisements on County web sites.

9. **Involvement of Stakeholders:**
Clark County has involved a vast number of stakeholders in the design and implementation of the Shooting Park including representatives from local, state and federal agencies. In addition, the Clark County Shooting Park Advisory Committee is an active group of stakeholders who have been integral to bringing this concept to reality. The current twelve-member committee consists of citizens representing specific areas of interest including Grants& Fundraising, Marketing and Nevada Division of Wildlife. These members provided essential input into the grant application and will assist the Shooting Park Manager in implementation of our marketing campaign.

10. **Resumes**
Stakeholder resumes are included in grant proposal packet.
Abbreviated resumes of key personnel

**Steve Carmichael, Shooting Park Manager**

Graduate University of Missouri

United States Military

  Member of United States Army Marksmanship Training Unit

Established All-American Shooting Clinics

Manager trap and skeet facility, Anchorage Alaska

CEO of Las Vegas Gun Club, Las Vegas Nevada

Inducted in Alaska Trapshooting Hall of Fame 1986

Inducted in Missouri Trapshooting Hall of Fame 1996

Inducted in A.T.A. Trapshooting Hall of Fame 1996

**Kristen Siquian, Clark County Shooting Park Public Information Specialist**

Graduate University of Nevada LV, MA

Graduate University of Nevada Reno, BA

Communications Instructor, UNLV Greenspun College of Urban Affairs

Casino Marketing Specialist, MGM Grand Hotel Casino

Executive Coordinator and Board Secretary, Western Veterinary Conference

Executive Coordinator, Assembly Democratic Caucus

Consultant to Dean, UNLV School of Public Health
**Jim Foreman, Principal Management Analyst**

Graduate University of Northern Michigan

Park Ranger, Wheat Ridge Colorado

Manager of Code Enforcement Wheat Ridge Colorado

Manager of Code Enforcement Clark County Nevada

Certified Code Enforcement Officer

Certified Building and Mechanical Inspector

**Ron Laurie, Executive Vice President and General Manager Arizona Charlie’s**

City Councilman City of Las Vegas, Nevada

Mayor City of Las Vegas, Nevada

Board member Clark County Shooting Park Advisory Committee

Board member multiple city, state and civic organizations