

DOUGLAS RIDGE RIFLE CLUB



**LONG RANGE PLANNING GROUP REPORT
SPRING 2008 - SPRING 2010**

DOUGLAS RIDGE RIFLE CLUB
REPORT OF PLANNING GROUP ACTIVITY
SPRING 2008 - SPRING 2010

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Introduction

MEMO

To: Board of Directors
From: Long Range Planning Group
Chuck Adams, Chair
Re: Report of Planning Activities 2008 -2010

With this letter the Long Range Planning Group is submitting their report of the planning activities that have been conducted over the past 18 months. The planning group was formed by request of the Board. Members were chosen based on their interest. Meetings have been normally held twice monthly.

The Long Range Planning Group was asked to do two things.

- 1 Develop a process for short and long term planning that can be used over the next years.
- 2 To explore the needs of this club, gather ideas (and goals) related to the purpose and programs of DRRC, and chart a course that would reflect those ideas in the future.

Input was obtained from open meetings of the membership, Board, and visitation with similar organizations. Details of the process and outcomes are presented in the attached pages. The Executive Summary is a summation of one type of planning process, of the planning that has been done, outcomes year-to-date, and recommendations for the future.

The work has involved several club members; the core committee membership has remained small but involved. These members include: Ron Carey, Ray Howard, Eric Severson, Greg Watson, Dan Day, Joe Keller, Steve Irving, and Ed Day Other club members participated as time and work schedules permitted. This has been truly a group effort and the work of the members is appreciated. Without their efforts little could have been accomplished.

Committee members would be happy to comment or clarify any information or respond to any questions you might have.

July 20, 2010

Long Range Planning Group

Executive Summary

To: Eric Severson, President, Board of Directors

Stan Pate, Past President

From: Long Range Planning Group, Chuck Adams, Chair

Re: Planning Report - Activity 2008 - 2010

Strategic planning is a fundamental responsibility of governing boards. Douglas Ridge Rifle Club leadership expressed a desire for a strategic development model and plan to guide future activities and allocation of resources. Club history, as expressed by the leadership, was that too often projects were sidetracked due to specific interests "of the moment".

This report presents a suggested format for future planning, and in brief form, a report of activity including the reasons behind the formation of a planning group, the task, the vision, the history, methodology followed, conclusions reached and recommendations for the immediate future. Information regarding the planning process, techniques, and tools was drawn from a variety of internet and corporate resources.

Planning activities began in the late spring of 2008. Regular meetings were held on average twice monthly and open to membership participation. Initial activities included introducing the concepts and procedures followed by organizations in strategic planning. Committee members became familiar with club history and Bylaws. Our focus was development of a planning process responsive to the future needs of Douglas Ridge Rifle Club.

Member input was received on projects, building and grounds improvements, educational needs, community outreach, improved public relations, and general operation of the club. This input was prioritized and time driven. A list of approximately 43 projects was identified. They were grouped into areas of :

- ❖ Public Relations
- ❖ Facilities Improvement and Maintenance
- ❖ Discipline Activities
- ❖ Financial Development

The initial priorities called for improvement in community/public relations, facilities improvements, increased membership, and reopening of the shotgun ranges. Methods to measure success were discussed as well as specific measurable goals. These are explained in greater detail in the report. Longer term but important are the plans for increased education and safety classes.

Benefits of improving financial resources were discussed with particular emphasis on the desirability of becoming a not-for-profit 501 (c)(3) corporation or forming another organization as a not-for-profit corporation. After study, the committee recommended that this action be tabled.

Recommendations for the coming year include activities to involve community and neighbors in an open house event, increase participation in the shooting disciplines, improvement of the parking lot, and expansion of the educational program and facilities.

Approximately 30 members receive the Long Range Planning Group meeting notice and summary; however, six to eight members comprise the on-going planning work group and meet regularly. These members include: Ron Carey, Ray Howard, Eric Severson, Greg Watson, Dan Day, Joe Keller, Steve Irving, and Ed Day

Concerns expressed reflect the lack of the Shotgun Discipline activity, the lack of Discipline Directors and Range Safety Officers participating in planning, lack of any budget funds to expend during the planning year, and the challenge of getting the general membership involved.

Summary of recommendations proposed. May, 2010

Public Relations

- ❖ Have an annual open house event
- ❖ Have a Public Relations Director - Develop a position description and implement.
- ❖ Advertise discipline shooting events in area media.
- ❖ Invite public to shoot - (some events not open to the public at large).
- ❖ Establish an Environmental Steward position; appointed by the Board.
- ❖ Promote education on legislative issues similar to that already being done by the NRA.
- ❖ Focus on the "groups" in which Douglas Ridge Rifle Club and members hold memberships. Be prepared to educate groups about the mission and purpose of Douglas Ridge Rifle Club.
- ❖ Offer free gun classes for the general public. Expand on what is currently being done; the Ladies Pistol class for example.
- ❖ Encourage increased participation by Discipline Directors - the disciplines need strong support; without active leadership they will fade away.

Facilities Improvement

- ❖ Repair parking lot - currently Board approved for action when funds become available.
- ❖ New shotgun range on Judd property - a long term, 10 year, and costly project. Planning should be started.
- ❖ Obtain additional classroom space for instruction; explore the possibilities of getting a portable classroom or construction of one on site.
- ❖ New water lines - this is a capital improvement project, cost estimates are \$10,000 to \$12,000.
- ❖ Provide steel buffalo targets on black powder range. This is in progress.
- ❖ Reclamation and preservation of the Silhouette Shack. This is in progress.
- ❖ Equipment replacement funds - money needs to be made available in the annual budget for equipment replacement / repair; mowers for example. Probably \$6,000 to \$10,000 annually.
- ❖ Some facilities activities are on the "back burner" at the present time. These include fencing the property, establishing better vehicle routes, acquisition of more property, an improved hunter sight-in facility, and drainage ditching. These lack funds and are lower priorities.

Discipline Activities

- ❖ Opening the shotgun range is still delayed. However, it is closer to being resolved with use of range curtains.
- ❖ Expand the Youth program - limited somewhat by time / facilities, interest expressed in becoming involved in the Ruger Rimfire Program.

- ❖ Develop a junior shooting program for ages 9-18 with more activities and events.
- ❖ Add demonstration / familiarization event for shooting disciplines open to members.

Chuck Adams
Chair, Long Range Planning Group

July 20, 2010

**DOUGLAS RIDGE RIFLE CLUB
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III. Mission and Purpose - Douglas Ridge Rifle Club

The Douglas Ridge Rifle Club Bylaws state the purpose in two sections.

Section 301. Purpose

This corporation shall be organized and operated exclusively for charitable and/or educational purposes. Subject to the limitations stated in the Articles of Incorporation, the purposes of this corporation shall be to engage in any lawful activities, none of which are for profit, for which corporations may be organized under Chapter 65 of the Oregon Revised Statutes and Section 501(c)(4) of the Internal Revenue Code of 1986 or their corresponding future statutes.

Section 302. Primary Purpose

The primary purpose of this organization shall be, as set forth in the Articles of Incorporation, the encouragement of organized rifle, pistol, shotgun shooting and archery among citizens of the United States residing in our community, the furtherance of their knowledge of the safe and proper handling and care of all firearms, and the improvement of their marksmanship. It shall be our further object and purpose to help the development of those characteristics of honesty, good fellowship, self-discipline, team play and self-reliance, which are the essentials of good sportsmanship and the foundation of true patriotism.

Bylaws of Douglas Ridge Rifle Club
Revised: 6/7/07

IV. Organization Profile and History

From Douglas Ridge Rifle Club website (<http://www.douglasridge.org/>)

Douglas Ridge Rifle Club was founded in 1956. The Club sits on approximately 130 acres of predominantly Douglas fir timber, open meadows, and a ridge rising 400 feet above the flatland. Neighboring properties are a mix of agricultural land, residences, and commercial businesses. Douglas Ridge Rifle Club is operated under a conditional use permit, and over the years Douglas Ridge Rifle Club has expanded to include six ranges, boasts a membership of about 1,000 people, and supports more than a dozen shooting disciplines. Our 1,000-yard Range is the longest Long Range in the state and one of the very few on the West Coast.

Douglas Ridge Rifle Club is managed by a board of officers governed by a set of bylaws. Officers are President, Vice President, Secretary, Treasurer, and Executive Officer. There are also six board members/trustees and a range host who resides on the property. A Chief Range Safety Officer is in charge of training Range Safety Officers (RSOs) who, in turn, supervise shooting safety at the range.

Individual shooting disciplines are organized and directed by Discipline Directors approved by the Board. Discipline Directors are in charge of organizing, scheduling and managing matches and practices. They are assisted by Range Safety Officers to ensure

that all range activities are safe.

A newsletter is published monthly and provided to members. Each newsletter has current range information and other information that members need to be aware of, a calendar of events for each day of the month, and the names and phone numbers of all Officers, Discipline Directors, and other key people.

Monthly general membership meetings are held at the clubhouse open to all members and all are encouraged to attend. There are also monthly Board meetings. General membership meetings are usually on the first Thursday of the month and regular Board meetings are usually on the last Thursday of the month. Members are advised to check the calendar for changes or variations to this schedule.

Douglas Ridge Rifle Club is handicapped friendly and member-supported. Part of each member's responsibilities is to contribute some of their time and energy annually to maintain and/or improve the club. This can be accomplished by volunteering to help at club events (e.g. competitions), at hunter sight-in days in the fall, range clean-up days in the spring, other range work days, and/or doing specific jobs that frequently occur. Every member has one or more talents that can be used by the club. Whatever you can do, it will benefit the club and the shooting sports.

Douglas Ridge Rifle Club has been in existence over fifty years. The Douglas Ridge Rifle Club Charter of 1956 specifies the mission and vision of the organization. The club facilities are secured; admission is by key-card held by current members. Facilities include provisions for shotgun, trap, long ranges of 100 - 200 yards, 200 - 1,000 yards, club house, indoor range, silhouette pistol range, archery range, equipment storage and maintenance buildings.

Douglas Ridge Rifle Club activities are managed by an elected Board and leaders appointed from the membership. These include:

Officers & Board

President, Vice President, Secretary, Treasurer, Executive Officer, Board Members.

Safety and Project Leaders

Newsletter Editor, Scout Coordinator, Chief Range Safety Officer, Project Coordinator.

Discipline Directors

Action Pistol, Bench rest, Black powder, CMP, CRSO, Handgun Silhouette, High Power, Hunters Safety, Ladies Pistol, USPSA/IPSC, Scout Coordinator, Small-bore, Junior, Speed Steel, Sporting Clays, Tactical Match, Three Gun, Trap, and Archery.

The club bylaws have been updated through the years; most recently for 2010-11 A copy the mission and purpose (2007) is included in Appendix A. The 1956 bylaws; Article II Introductory statement regarding the original purpose of the club lists these specific activities:

1. Promote and encourage:
 - ❖ Organized use of firearms among citizens residing in the community.
 - ❖ Better knowledge of safe handling, proper care of firearms.
 - ❖ Improved marksmanship.

- ❖ Promote public relations.
- ❖ Importance of competent instruction in use and ownership of firearms.
- ❖ Significance of such to national security and safety.

2. Sponsor and conduct organized:

- ❖ Competitive marksmanship matches.
- ❖ Provide suitable facilities for use and enjoyment of firearms for benefit of members and citizens.
- ❖ Develop characteristics of honesty, good fellowship, self-discipline, team play, and self reliance.

In Spring of 2008 the Douglas Ridge Rifle Club membership was invited to participate in a long range planning process to guide the club through the next few years. Part of that process was to review the club charter, bylaws, and other documents that direct the club's activities.

The Board asked this committee to develop and implement a short range plan, (1-5 years) and a long range plan of club activities/events. The plan must be dynamic and reactive to changing conditions that affect the club. Initially the planning group looked at the purpose statements in the Bylaws and reached a working agreement on their current value to the club.

Planning group members and Board dealt with several issues; for example:

- ❖ Are the Charter and the current bylaws of Douglas Ridge Rifle Club in agreement? Where do they differ?
- ❖ List all of the things that Douglas Ridge Rifle Club does; given not everyone will have been involved in everything.
- ❖ For whom does Douglas Ridge Rifle Club do the things well?
- ❖ In what, if any, activity does Douglas Ridge Rifle Club excel?

Currently there are thirteen shooting disciplines listed and a variety of support activities that carry out the mission of Douglas Ridge Rifle Club. Current membership numbers (at the time of this report) are approximately 965, down about 7% from the prior year.

Shooting events, hunter sight-in, safety and training classes are offered on a regular monthly or annual schedule. That schedule is published on the club website and in the newsletter. A regularly scheduled work day occurs weekly for a half day each Tuesday. All shooting activity is closed during the work hours.

Membership is open to "any citizen of the United States who has not been convicted of a felony". New members must successfully complete an application for membership, pay the required dues, and complete a required new member orientation before they are eligible to use the facilities. Provision is made for guests to use the facilities when accompanied by a member. There is a small fee for each guest per visit. See Appendix B for 2009/10 membership application and information.

V. Planning Strategies

The Benefits of Planning

Planning consumes resources and time for all involved. However, this is the process that eventually defines the direction and activities of the organization.

Although the planning process can be difficult and time consuming, the benefits of planning can far outweigh the hardships.

There are benefits to be gained from the actual planning process, as well as from the final planning document. Hopefully the final planning document - which will become a living document - will become a tool used effectively and efficiently.

The time devoted to the planning process varies. Benefits of developing a planning process are:

- ❖ a framework and a clearly defined direction that guides and supports the organization.
- ❖ a uniform vision and purpose that is shared among all members.
- ❖ an increased level of commitment to the organization and its goals .
- ❖ improved quality of services.
- ❖ the ability to set priorities and to match resources to opportunities.
- ❖ the ability to deal with risks from the external environment.
- ❖ a process to help with crisis management.

Douglas Ridge Rifle Club leaders desired a development plan to guide the club in future activities, including allocation of resources. Club history, as expressed by the leadership, was that too often projects were sidetracked due to other priorities driven by current or special interests.

Strategic planning is a fundamental responsibility of governing boards. This is a brief summary of our planning process over the last two years. Club members were invited to become involved in the planning process through meetings of the general membership and by word of mouth. From an initial group of 12 the planning group has become a group of 6 to 8 regular attendees. Planning activity began in Spring of 2008.

The early meetings were devoted to an explanation of the planning process, the value of planning and how to relate the planning to the stated vision and mission of the club. Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one or more of three key questions:

"What do we do?"

"For whom do we do it?"

"How do we excel?"

VI. Planning – Key Concepts.

The planning group became familiar with new definitions and terms. Planning techniques described are from various planning books and website planning documents. The difference between strategic planning and long range planning is explained as follows. Long range planning is generally considered to mean the development of a plan of action to accomplish a goal or set of goals over a period of several years. The major assumption in strategic planning, however, is that an organization must be responsive to a dynamic, changing environment. In reality most planning is done in the strategic sense with some hope of long range planning benefit.

Purpose, Mission and Vision

- ❖ Purpose is the answer to the question, "Why does this organization exist?"
- ❖ Mission is synonymous with mission statement and includes three major concepts:
 - a) the purpose,
 - b) the "business" and,
 - c) the values of the organization.
- ❖ Vision is quite literally a mental image of the successful accomplishment of the mission.

Benefits of Planning

- ❖ Activities that organizational staff and boards conduct as part of the planning process empower them to be more effective in their roles.
- ❖ The final planning document becomes a tool that can be used to effectively and efficiently manage the organization.
- ❖ Creates a framework and a clearly defined direction that guides and supports the governance and management of the organization.
- ❖ Provides a uniform vision and purpose that is shared among all constituencies.
- ❖ Creates an increased level of commitment to the organization and its goals.
- ❖ Improved quality of services for clients and a means of measuring the service.
- ❖ Ability to set priorities and to match resources to opportunities.
- ❖ Ability to deal with risks from the external environment.
- ❖ Provides a process to help with crisis management.

VII. Program Goals and Objectives

Given the benefits and strategies of planning as outlined above, the planning committee began by addressing specific goals and objectives. These were specific to the club and an attempt to answer the basic questions about the club. This should be the starting point for any planning activity. There is no "perfect plan," the greatest benefit is in the process. Start simple, but start!

Why Plan – The planning process empowers Douglas Ridge Rifle Club to be more effective, leaders better informed, and also provides a tool to effectively manage the resources available to Douglas Ridge Rifle Club.

Long range planning – A plan of action to accomplish a set of goals over a period of years; typically five to fifteen years.

Short range planning - A plan of action to accomplish a set of goals typically within one to three years.

Strategic Planning – This planning is based on an organization's ability to react to a changing environment effectively. In a dynamic environment an organization must respond to such changes. These changes are often brought about by environmental issues, economic changes, and changing membership.

Purpose – Why does Douglas Ridge Rifle Club exist? What purpose is it to achieve?

Mission - Includes “purpose” and the “business” that Douglas Ridge Rifle Club engages in to achieve that purpose. It includes a statement of values guiding the accomplishment of the mission. Focus is on the present, defining the customer, process and level of performance.

Vision – Mostly global. What is the mental image of Douglas Ridge Rifle Club’s successful accomplishment of the mission? What is the future of Douglas Ridge Rifle Club?

Planning activities, at the start, dealt with topics such as:

1. Are the Charter and the current bylaws of Douglas Ridge Rifle Club in agreement? If not where do they differ?
2. List all of the things that Douglas Ridge Rifle Club does; given not everyone will have been involved in everything.
3. For whom does Douglas Ridge Rifle Club do the things on your list?
4. How well, in your opinion do we do at the things on your list? In what, if any activity does Douglas Ridge Rifle Club excel?

Through a series of group meetings a process was developed to define desired outcomes, assign priorities, and develop timelines. Using small groups of members each was asked to respond to a series of questions such as:

- ❖ What does Douglas Ridge Rifle Club need to do in the next short term?
- ❖ How can Douglas Ridge Rifle Club enhance firearm safety, organized shooting activities, and improve marksmanship?
- ❖ How can Douglas Ridge Rifle Club develop characteristics of honesty, good fellowship, self-discipline, team play, self-reliance, good sportsmanship, and true patriotism?

Through this process the membership was given an opportunity to be heard. The planning process is intended to be positive and solution based. The past cannot be changed. Participants were encouraged to not be distracted by what has happened but to keep the focus on what is best for Douglas Ridge Rifle Club. During discussion members were told to eliminate personal biases or historical review.

Through group discussion members were asked to define:

- ❖ What “business” are we in? What services do we provide? What are the moral, ethical, and organizational standards?
- ❖ What does Douglas Ridge Rifle Club do well?
- ❖ What do we do poorly?
- ❖ What do members want to keep doing?
- ❖ What do members want to do differently?

From group members input a list of 43 projects were identified. These projects were posted and members were given a set of red and blue dots with which to vote on their choices. The red dots were to indicate projects to be completed "now" (short term) and the blue dots projects to be completed in the next few years. Each member was given

six dots of each color and could vote one or more on the projects of their choice.

Results were compiled by vote and color. Results showed several projects with similar characteristics; these were then grouped by topic and priority. The general topics were: Public Relations, Facilities Improvement, Maintenance, Discipline Activities, and Financial Resources. See Appendix C for examples. Additional refining of the project list was done to eliminate duplication and identify projects that were judged not feasible at this time.

Members were asked to consider the purposes of the club. Using the activities that were defined, how might the club improve firearm safety, organized shooting activities, and marksmanship?

An outgrowth of meetings with members brought up the question of the value of Douglas Ridge Rifle Club becoming a 501(c)(3) corporation. Douglas Ridge Rifle Club is currently a 501(c)(4) corporation. The planning group took up this question during 2009.

To accomplish this would take careful planning. Much paperwork is involved to satisfy the requirements for becoming or forming a 501(c)(3) (non-for-profit) organization. Group members dealt with several issues; what kind of 501(c)(3) organization should Douglas Ridge Rifle Club become? How will it operate? Will it be a separate entity from Douglas Ridge Rifle Club? What are the costs?

Planning Group members visited with a 501(c)(3) gun club and its' attorney in the Salem area to discuss the issues. Later a Gresham 501(c)(3) attorney met with our Planning Group as well.

Reasons for and against forming a 501(c)(3) corporation.

Points in favor:

- ❖ Provides a source of outside funds separate from membership dues.
- ❖ Allowable tax deductions are attractive to donors.
- ❖ Membership dues - if any - may be deductible ?
- ❖ Would promote growth in membership; involve the community; provide needed educational services.
- ❖ Enhanced funding would bring greater support for programs such as:
 - Juniors - small bore, safety, etc.
 - Classes - safety, gun ownership; firearm handling, and constitutional history.
- ❖ Practical Experience - hands-on training, shooting, maintenance, safety, emergency preparedness; home safety, personal defense.
- ❖ Increase knowledge of the individual rights guaranteed by the Constitution.
- ❖ Increased support from businesses and local groups.
- ❖ Provide more opportunity for members to become involved in the organization.

Points against:

- ❖ Requires additional persons to support, operate, and promote the organization.
- ❖ Requires a great deal of paper work and compliance with Federal and State rules.

- ❖ Creates a possible conflict and competing priorities for the facilities of Douglas Ridge Rifle Club.
- ❖ Currently there is no funding for start-up costs (estimated to be \$2,500) to form a 501(c)(3).
- ❖ Funding sources are scarce given the current economy and financial trends.
- ❖ Timing is bad given the current economic climate.
- ❖ Organization requires a concerted effort in marketing, advertising, and public relations.
- ❖ Lack of clarity regarding who is available and willing to become directly involved.

See summary of meeting comments in Appendix D

A recommendation to table further action on becoming a 501(c)(3) organization was presented to the Board.

VIII. Planning Recommendations

Over the past year the Long Range Planning Committee has tried to develop and promote activities that we feel will benefit and promote interest for potential new members. This is in line with stated objectives of the long range planning process and the mission of Douglas Ridge Rifle Club.

During the winter 2009/2010 and spring months of 2010 the planning group worked on final recommendations and budget issues to be presented to the Board for the 2011 year. Data gathered in the survey and from member voting was reviewed and specific projects selected, including some that will require funding over a two year budget cycle.

In the coming fiscal year the following activities have been proposed for implementation; some are already approved by the Board pending availability of funds..

Open shotgun activities on all ranges - Discussion and planning in this area is difficult due to the uncertainty of the availability of the ranges. Planning and activities for the shotgun disciplines at the present time are on hold until that discipline is again viable. As of this date it appears that legal issues regarding use of the shotgun range have been resolved. Steps are being taken to restart this discipline. To have this discipline back and functioning is a top priority for Long Range Planning.

1. Repair/repave the existing parking lot in front of the clubhouse. Bids were presented last year. New bids will be obtained and presented to the Board for action. This has been accepted by the Board.

2. Expand the youth shooting program A proposal that increases program emphasis for youth and families through the small bore or similar program. The Long Range Planning Committee recommends that we offer an event currently identified as "Ruger Rimfire." This program encourages the training of shooters among youth and families. It was felt that this could be an enhancement to the existing youth and family shooting activities at Douglas Ridge Rifle Club. It may or may not become a separate discipline; more information is needed; Ruger has been contacted. This type of program is encouraged by Ruger. A local event will be held in the Portland area July 31, 2010 at Tri-

county Gun Club. We may wish to offer facilities in 2011 for this new event. It is expected that the club will recoup the cost of ammunition and targets.

3. Have an annual Open House event with invited neighbors (and others) - Discussion about the possibilities of an Open House event. This event would be for the local community supporters - for example those within a 5 mile radius of Douglas Ridge Rifle Club. The club facilities would be open for guided tours of all ranges and activities. There will be NO SHOOTING during this event. It could involve local scout groups, high school hunter safety groups, community leaders, and representatives of local agencies such as local police, county sheriff, etc.

This event would include a light meal (hot dogs, burgers, condiments, salads, soft drinks, and coffee). This event might be scheduled between hunting season mid-September to mid-October.

4. Offer an annual "Discipline Display Day" for members. The idea being that Range Safety Officers and Discipline Directors stage a Saturday event for all members, whereby attendees are given the opportunity to try a discipline activity from the many listed in the newsletter. Many members are not familiar with all the shooting disciplines offered. This is an event for members and will offer a chance to try different shooting disciplines under safe and controlled conditions for those wanting to find out about a particular discipline.

Disciplines suggested as being available are: CMP, Silhouette, Black Powder, Three Gun, and IPSC. Each member participating would be provided a chance to sample three different disciplines - or fewer if desired. The club will furnish the appropriate ammunition at each station. A maximum of 5 rounds per person/per discipline is suggested.

Benefit to the club is increased interest in a shooting discipline; a non-competitive environment to try something new, and an educational experience in a new shooting sport. Proposed date is July 31, 2010. To be successful this will require the full participation of the RSOs and Discipline Directors.

5. Advertise in other media. - Discussion about increased exposure in media, local papers, and a member responsible for publicity and public relations. It was suggested that the member application forms be coded in some way - by color or logo - to identify where a new member got the form, gun show, sporting goods store, special program given off campus, etc. Several suggestions have been made relating to advertising. There is a need to make folks aware of the various programs, training opportunities and services available. For example:

- ❖ Improved display at the local gun shows.
- ❖ More printed materials about DRRC, membership application, etc.
- ❖ Occasional stories in the local paper.
- ❖ Advertising with poster type displays for local sporting goods stores.
- ❖ Stories and pictures of our young shooters in action suitable for publication in school newspapers or yearbooks.

6. Increase member involvement in Douglas Ridge Rifle Club programs - Some concerns have been expressed that Douglas Ridge Rifle Club is too far from the metropolitan area and members are reluctant to come that distance to shoot or practice for an event. There is a need to generate more interest and incentive for members to

become involved in programs, classes, events, etc. Other than the travel distance, there was no clear idea of why membership participation is low.

Membership may increase but the Long Range Planning suggests that first we must do things to involve the existing members. If they are having success increasing their skills, then they become one of the better sources for new members.

None of these activities can be accomplished successfully without the support of the membership, the Discipline Directors, Board Members, and Range Safety Officers.

IX. SUMMARY

The planning process requires six steps, carefully planned to accomplish goals. In brief they are:

- 1 Determine the business the organization is in; what is the mission, vision, value, and service provided. Define standards of moral, ethical, and organizational goals.
- 2 Identify the organization's strengths, limitations, opportunities, and weaknesses.
- 3 Review and update the organization's mission, vision, values, and key stakeholder's relationships. What must be done to realize the vision?
- 4 Goals must be specific, measurable, attainable, results oriented, and time specific.
- 5 Action plans that break down goals into specific steps are necessary to reach goals.
- 6 Evaluate progress; the governing board is responsible to regularly monitor results and agree on performance measurements.

Implementation requires the input of membership. A small group of interested members was created by the Board and given the task of planning. This group met on a regular basis to identify specific tasks and ideas compatible with the mission and values of Douglas Ridge Rifle Club. Through brainstorming sessions involving the general membership specific suggestions were made for the organization to work toward. These ideas were grouped into general categories and prioritized. From this list specific tasks were identified. Informational reports of progress were made at regular Board and membership meetings. Budget estimates were prepared and submitted for the coming fiscal year. Planning will continue, with focus on the educational and training opportunities, the acquisition of training facilities, and support of the shotgun disciplines.

Appendices

Appendix A - Mission and Purpose only

**BYLAWS
OF
DOUGLAS RIDGE RIFLE CLUB**

ARTICLE I

NAME

The name of this organization shall be "DOUGLAS RIDGE RIFLE CLUB".

**ARTICLE II
OFFICES**

The corporation shall maintain in the state of Oregon a registered office and a registered agent located at the registered office. The Board of Directors may, at any time, change the location of the registered office and the person designated as the registered agent. The corporation may also have other offices at such places as the Board of Directors may fix by resolution.

**ARTICLE III
PURPOSE**

Section 301. Purpose

This corporation shall be organized and operated exclusively for charitable and/or educational purposes. Subject to the limitations stated in the Articles of Incorporation, the purposes of this corporation shall be to engage in any lawful activities, none of which are for profit, for which corporations may be organized under Chapter 65 of the Oregon Revised Statutes and Section 501(c)(4) of the Internal Revenue Code of 1986 or their corresponding future statutes.

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Appendix B - MEMBERSHIP PROCEDURE

1. Complete application and send to noted address (PO Box on application) with payment of all dues, fees, and assessments.
2. Your application will be reviewed.
3. Applicants are subject to criminal record check at the discretion of the club.
4. You must be a member of the NRA or pay the NRA assessment.
5. Denied applicants will receive a full refund of all dues and fees paid.
6. Approved applicants must attend a new member orientation prior to using the facilities. Associate and junior members are strongly encouraged to attend the orientation. The club will notify approved applicants of date and time of new member orientation.
7. Club handbook, bylaws, and membership cards will be provided at the new member orientation.

JOIN DATE: Your official join date will be the date of the first scheduled orientation you can attend after receipt of application and payment. Prorated dues payments should be calculated based on the next available orientation date that you can attend. A new member's inability or failure to attend their scheduled orientation will not change their established join date.

NRA MEMBERSHIP REQUIRED: All members of DRRC are required to be a member of the NRA. To verify NRA membership, include original or copy of the label from your NRA magazine or a copy of your NRA membership card. If not currently an NRA member the NRA assessment fee will be used by DRRC to acquire an NRA membership on your behalf.

MEMBERSHIP YEAR: Our membership year is from July 1st - June 30th. All new member applications are prorated so all annual membership renewals occur at the same time.

MEMBERSHIP RENEWAL BILLING CYCLE: Regardless of when you join all member renewal statements are mailed in early May. Membership renewal payments are due by the July membership meeting however you are encouraged to remit payment by June 15th to ensure uninterrupted access to facilities.

WORK HOURS: All senior members are expected to put in at least 8 hours a year of volunteer service to the club. There are many easy ways to do this including, maintenance days, helping at Hunters Sight-In, volunteering to help at various matches, etc. The \$150.00 work hour fee will be waived if verifiable work hours are recorded by a predetermined date for the previous year. Assessment begins with first renewal cycle after joining the club.

FAMILY MEMBERSHIP: Includes senior (\$150), associate member (spouse) (\$75 + \$5 HID), minor junior members (no cost). Provides HID access card for associate. Associate must attend new member orientation. All other fees and assessments also apply.

REGULAR ASSOCIATE/JUNIORS: Regular associate (spouse) and junior members may only use the club while accompanied by a Senior Member, except as noted at events otherwise open to the public. Must be under 18 years to qualify as a junior.

APPLICATION: Douglas Ridge Rifle Club Membership Application

IMPORTANT NOTICE: Make sure you have the most current version of our application. Using an older version could result in delaying your membership application if dues, fees, and assessment amounts are not correct. The most current version will always be the one available on this website. (Some changes have been made for 2010/11)

Appendix C - Priority selections from May 8, 2009 meeting

This project matrix is the result of voting on suggested planning activities by the general membership. It has been refined by committee grouping activities into broad categories or disciplines. These are identified as A, B, C, and D. The Rank column represents the general placement of that activity within the group of 43 activities proposed. The numbers in the RED and BLUE columns represent the priority by members attending the meeting and voting. RED represents those activities to be accomplished in the short term plan.

Douglas Ridge Rifle Club - Planning Group

"Priority selections from meeting May 8, 2009."				
DISC.	RANK	"Sorted by rankings given at April meeting, 2009. Reprinted May 2010"		
		Now RED	5Years Blue	
PUBLIC RELATIONS RELATED (A)				
A	4	5		"Have an annual open house event with food, invite neighbors, others"
A	5	7	1	Have a Public Relations Director position.
A	9	1	2	Advertise our discipline shooting events in other media
A	7	3		Invite the public in to shoot
A	17	1	2	"Find" an "environmental steward".
A	26	3	4	Promote education about legislative issues.
A	39	3		"Offer a free gun class for the general public, safety, gun handling, etc."
A	37	2		Encourage Discipline Directors increased participation in club activities
Currently Being Done				
A	6	6		Advertise for new members
A	8	2	2	"Invite other clubs to our events, increase revenue"
A	10			Host an advanced shooting event
A	11			Offer advanced training in shooting skills
A	12	2	1	Offer public training in shooting
FACILITIES IMPROVEMENT (B)				
B	2		2	Establish better vehicle routes on club grounds / ranges / improve roads and replace CH parking lot.
B	4		4	A new shotgun range on upper property - Judd Road property
B	16	7	3	Build (Obtain) a classroom for instruction
B	18	1	8	Acquire more property
B	19		4	"Indoor range improvement, add pull lines for targets"
B	20	5		New water lines
B	23		2	Canopy over the club house entry

B	24		2	"Create a movable ""check in hut"" for hunter sight in and other events"
B	27	1	1	Fence the North and West boundaries of the range
B	28	2		Improve handicapped facilities in the club house
B	35	2		Provide steel buffalo targets on the black powder range
B	41		1	"Rebuild the ""pits"" scoring boards"
B	42	6		Reclamation and preservation of the silhouette shack

MAINTENANCE (C)

C	30		3	Manage the trees on the club property
C	32		1	Drainage ditch - all ranges
C	43	4		Replace the carpet in the range host living quarters

DISCIPLINE ACTIVITIES (D)

D	1	3		Open the shotgun activities on all ranges
D	13	2		Expand the youth program
D	14			Increase member participation in disciplines and events
D	15	1		Get more members involved
D	29		3	Allocate money for equipment
D	36	3	2	Provide a \$\$ incentive benefit to Discipline Directors and higher positions
D	38	3	1	Develop a junior - ages 9 to 18 - shooting program
D	40			Promote our club Charter for all members

Not Feasible or Not Required at This Time

A	33	2		Do a background check on all prospective members
B	25		1	"Provide a ""full service"" toilet at the 100 yard range location"
B	31		1	Replace the range host building / quarters
B	34		3	Provide shooting bays at the silhouette range

Appendix D - Summary of 501(c)(3) meeting with attorney

LONG RANGE PLANNING - FEBRUARY 22, 2010

Present: Randy Flickinger, Ron Carey, Joe Keller, Ralph Mowatt, Chuck Adams, and guest- Jay McRostie - Attorney at Law, Gresham; he is experienced in filing for 501 (c) (3) status.

Report and discussion led by Jay McRostie regarding the 501(c)(3) process. Helpful information presented; most important points were:

Oregon - to become a 501(c)(3) requires filing of Articles of Incorporation, bylaws, selection of officers and board members, and many hours by volunteers. A formal application to become a 501(c)(3) must be submitted to the IRS on Form 1023. A budget and business plan must be developed; projections out to five years are suggested. The time frame for this can be as short as 6 months or longer - two years. Typical costs are \$2,500. The majority of the cost is for review by an attorney and a CPA.

Typically a 501(c)(3) board operates thru committee(s) created to carry out the program and activities of the organization.

Comparisons made - currently Douglas Ridge Rifle Club is a (c) (4) corporation meaning that it is exempt from any tax on revenue. A 501 (c) (3) is defined as a charity and donors may declare gifts to the charitable organization as personal deductions when filing income taxes.

A 501(c)(3) must be a charitable organization whose purpose serves the public good. As such it can not benefit a limited class of people. Most income must be from public sources. The 501(c)(3) can not benefit only a few members and it cannot benefit officers or board members; if this occurs it is defined as "inurement". The organization's funds must go toward the charitable purpose of the organization as stated in the Articles of Incorporation. Discussion followed on the level of facilities utilization and the percent of funds available for charitable use.

Challenges identified: For a new 501(c)(3) the budget and sources of funds are difficult. Finding persons willing to serve who believe in the purpose of the organization is sometimes difficult. Drafting the Articles of Incorporation, the bylaws, and preparing the budget is difficult, plus completing the Form 1023 is very time consuming. Governance - the contract relationship exists; the board is the decision maker. Question - can the public purpose include those who cannot afford the programs of the 501(c)(3) otherwise? Yes and it must.

Recommended resource for additional information and samples of filings; go to this website: **guidestar.org**. (I did a quick look and it is an impressive site - some 1.8 million records available. Search by name of organization or topic. I did the NRA and it was interesting. Not something you can do in a hurry however; there is lots available and it takes time.)

The key to the success - do "we" want to do this charitable activity?

Pros - Cons to be considered in forming the 501(c)(3):

Points in favor:

- Provides a source of outside funds separate from membership dues.
- Allowable tax deductions are attractive to donors.
- Membership dues - if any - may be deductible ? Verify this.
- Would promote growth in membership; involve the community; provide needed educational services.
- Enhanced funding would bring greater support for programs such as:
 - Juniors - small bore, safety, etc.
 - Classes - safety, gun ownership; firearm handling, constitutional history.
 - Practical Experience - hands on training, shooting, maintenance, safety, emergency preparedness; home safety, personal defense.
- Increase knowledge of the individual rights guaranteed by the constitution.
- Increased support from businesses and local groups
- Provides more opportunity for members to become involved in the organization.

Points against:

- Requires additional persons to support, operate, and promote the organization.
- Requires a great deal of paper work and compliance with Federal and State rules.
- Creates a possible conflict and competing priorities for the facilities of Douglas Ridge Rifle Club.
- Currently there is no funding for startup costs to form a c3.
- Funding sources are scarce given the current economy and financial trends.
- Timing is bad given the current economic climate.
- Requires a concerted effort in marketing, advertising, and public relations.
- Lack a clear idea of who is available and willing to become deeply involved.

From the discussion there is some feeling that it might be advisable to complete the paperwork required and be ready to file with the state when funds are available.

Decision made to table further action until some future time.

Appendix E - A Planning Process

Why Plan – Planning is like a road map; it will head one in the right direction and show how to get from where we are now to where we want to be. Several steps are involved. Group members were encouraged to ask the tough questions and work within stages.

These include:

- 1 Mission, Vision, Values, and Stakeholders
 - What business is the organization in?
 - Define the good that the organization is going to do.
 - Types of services provided.
 - Describe core values of the organization.
 - Define moral, ethical, organizational standards.
- 2 Analysis and Assumptions
 - What does organization do well? Poorly?
 - What do members want organization to keep doing, do differently?
 - What are the organizations strengths, weaknesses and limitations, opportunities, threats and challenges?
- 3 Strategic Initiatives
 - Updating and review of organization's mission, vision, values statement and key stakeholder relationships.
 - Where does this organization need to spend its time, energy, and resources?
 - What must the organization do to realize its vision.
- 4 Strategic and Operational Goals
 - Goals will be achieved only through SMART goals.
 - S = Specific; M = Measurable; A = Attainable with a stretch;
 - R = Results oriented; and T = Time Specific
- 5 Action Plans and Implementation
 - Action plans break down the goals into specific steps to achieve the goal.
- 6 Evaluation and Celebration
 - Board is responsible to regularly monitor results and agree on dimensions and performance measurements.
 - Successful achievement deserves celebration.