

Firearm Training Facility Implementation Plan

Western Connecticut Council of Governments



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Introduction

The purpose of the Firearm Training Facility Implementation Plan is to lay out the justification, recommendations, considerations, and steps towards realizing a shared regional firearm training facility. The plan aims to address multiple questions:

Why build a firearm training facility?

There is a shortage of firearm training sites (especially for rifle training) and building individual ranges is costly. More details on the demand for this project are provided in the **Background** chapter.

What are the needed design specifications?

Surveys and discussions have identified that an Indoor, Rifle Ready, 8 lane, 25 Yard Firearm Training Facility would meet existing and future training requirements while addressing public and environmental concerns. Detailed specifications and the assumptions tied to them are provided in the **Facility Specifications** chapter.

Where will it be located?

The training facility is scoped to be built on the Newtown Police Department property. This site was identified as an ideal location following a survey, location studies, and has strong political support and resources behind it. The details and considerations for choosing the site can be found in the **Location** chapter.

How will it be managed?

The details for governance would have to be worked out but ideally a solution is sought after that addresses concerns of insurance, liability, and is equitable. Considerations and recommendations for governance of the facility is covered in the **Governance** chapter.

How much will it cost?

Current estimates for the whole project can vary considerably based on the market. Previous estimates in 2022 were between \$3 to 6 million. Details on the cost of project construction and facility annual maintenance along with funding resources and financing strategies are covered in the **Financing** chapter.

How are we going to get this done?

A project council with WestCOG and Newtown municipal staff will be formed to work through the process. The **Implementation Strategy** Chapter outlines the step-by-step process to work towards constructing a shared range.

Additional Resources

An executive summary and appendices are available on the project website. Appendices include.

- Public Safety Survey 1
- Public Safety Survey 2
- Location Survey
- Implementation Plan's Change Log

Firearm Training Facility Implementation Planning Process

The creation and implementation of this plan would not be possible without the input from municipalities and their police departments and the Fairfield County Police Officer Training Association (FCPOTA) providing input driving the findings and recommendations presented within. WestCOG received support from numerous communities through participation in working groups, surveys, data exchanges and letters of support. The process reached out to 41 departments and is engaged with 35 of them in some capacity, and 15 provided letters of support. **Figure 2** is a table displaying the various forms of engagement that each department was involved in.

A Working Group was established to develop this implementation plan and a Project Council is planned to form to drive the project forward using the plan and its recommendations for guidance. The Working Group and Project Council are detailed further below including their membership and expectations.

Firearm Training Facility Working Group

The Firearm Training Facility Working Group was made up of public safety officials in the WestCOG planning region and were charged to steer the development of this implementation plan. It is through their contributions that have driven the recommendations outlined in this report regarding site location, facility specifications, funding structure, and governance. These recommendations were then presented to elected officials at WestCOG for the COG's consideration. With the plan's recommendations established the working group has completed its duty.

Membership of the working group included.

- Chief David Kullgren, Newtown Police
- Captain Bishop, Newtown Police
- Captain Nicholas Fowler, Ridgefield Police
- Chief Thomas Conlan, Wilton Police
- Wilton Firearms Personnel (Contact Pending)
- Staff Corporal Charles Carr, Westport Police

Planning efforts are now shifting to the local level with the Newtown Training Facility Project Council to work out the granular details for bringing this project to construction.

Newtown Training Facility Project Council

The Newtown Training Facility Project Council is to incorporate local stakeholders to work out the steps and anticipate/resolve challenges for the implementation of the Regional Firearm Training Facility. The Project Council will review recommended practices in this plan regarding facility specs, governance, and funding structure. Additionally, the council will list out the steps to implement a construction project and make consideration for the towns' processes which may include funding, zoning, environmental, legal, and insurance considerations. The project is currently being developed.

Department	Officer Count	District	Public Safety Working Group	Range Working Group	Survey 1	Survey 2	Range Capacity Survey	Location Survey	Officer Location Data	Letters of Support
Bethel PD	40	W	0	0	0	1	1	1	0	1
Bridgewater PD/Ro	6	W	0	0	0	0	0	0	1	1
Brookfield PD	40	W	0	0	0	0	0	1	0	1
Danbury PD	140	W	0	1	0	1	1	1	0	0
Darien PD	49	W	0	0	0	1	1	1	1	1
Greenwich PD	181	W	0	0	0	1	1	1	0	1
New Canaan PD	46	W	1	0	1	0	0	0	1	0
New Fairfield PD	16	W	0	0	0	0	0	0	1	0
New Milford PD	42	W	0	0	0	0	1	0	1	1
Newtown PD	45	W	0	1	0	1	0	1	1	1
Norwalk PD	178	W	0	0	0	1	1	1	1	1
Redding PD	18	W	1	1	1	1	0	1	1	1
Ridgefield PD	43	W	1	1	1	0	0	1	1	1
Sherman	1	W	0	0	0	0	0	1	1	0
Stamford PD	273	W	0	0	0	1	1	0	0	0
Weston PD	16	W	1	0	1	0	0	1	1	0
Westport PD	60	W	0	1	0	0	0	1	0	0
Wilton PD	42	W	1	1	1	1	1	0	1	1
Bridgeport PD	381	F	0	1	0	0	0	1	0	1
Easton PD	17	F	0	0	0	1	1	1	0	0
Fairfield PD	109	F	0	0	0	1	1	0	0	0
Milford PD	107	F	0	0	0	1	1	0	0	0
Monroe PD	50	F	0	0	0	0	1	1	0	0
Shelton PD	50	F	0	0	0	1	0	0	0	0
Stratford PD	98	F	0	0	0	0	1	1	0	1
Trumbull PD	80	F	0	0	0	0	1	1	0	0
Western Ct State U	15	F	0	1	0	1	0	1	0	1
Aquarian Water Au	6	E	0	0	0	1	0	0	0	0
Berlin PD		E	0	0	0	0	1	1	0	0
DEEP	52	E	0	0	0	1	0	0	0	0
Housatonic CC Poli	4	E	0	0	0	1	0	0	0	0
Middlebury PD	17	E	0	0	0	0	0	1	0	0
MTA Police	10	E	0	0	0	0	0	0	0	0
Naugatuck PD	66	E	0	0	0	0	1	1	0	0
Oxford PD	23	E	0	0	0	0	0	0	0	0
Salisbury PD	2	E	0	0	0	0	0	0	0	0
Southbury PD	23	E	0	0	0	0	0	0	0	0
UCONN PD	15	E	0	0	0	0	0	0	0	0
Watertown PD	48	E	0	0	0	1	1	0	0	0
Woodbury PD	6	E	0	0	0	0	0	0	0	0
Wooster Mountain	0	E	0	0	0	0	1	0	0	0

Figure 1 Department Planning Process Engagement. Communities are listed in order of WestCOG members, followed by communities in Fairfield County, and last departments that are partners to the FCPOA but outside Fairfield County.

I. Background

The Firearm Training Facility Implementation Plan is a follow-up to a previous WestCOG public study titled: *Feasibility Study for the Sharing/Consolidation of Selected Public Safety Facilities and/or Services*. The previous public safety study identified a regional firearm training facility as a potential project based on an increasing demand for training space, communities' interest to explore a shared facility, and potential savings involved in the nature of the project.

The original public safety study was initiated in October 2020 with working groups from seven towns: Bethel, Brookfield, Darien, New Canaan, Ridgefield, Weston, and Wilton. Additionally, The Fairfield County Police Training Officers Association (FCPTOA) was also engaged in the planning process and helped distribute a survey to 36 departments (19 responses) on their various needs and requests for public safety improvements of each department along with basic specifications for a training facility.

The survey indicated that multiple departments identified a need for additional indoor firearm training. Some sample responses include:

- "... even a two-lane indoor range would be a game changer."
- "An indoor range would offer year-round use and protect residents from noise pollution."
- "An outdoor range would allow training for a larger variety of weapons, to include rifles and shotguns as well as the opportunity to train day or night."

While multiple departments around the region have access to personal ranges, there are still numerous towns who must track down training locations, which have limited availability (due to weather, noise, and capacity). Common across all departments is access to rifle range training. Wooster Mountain, an outdoor range, was meeting this demand initially though with challenges. Wooster Mountain now has even more reduced training capacity. Below is a summary of the existing training resources and environments.

Firearm Training Facility Existing Conditions

With the highly publicized challenges law enforcement faces today, consistent training is imperative and shared or regional facilities are a growing trend to offset the high costs of individual facilities within each jurisdiction in proximity. The public safety agencies of Western Connecticut face qualification and training challenges with the limited availability of firearm training facilities, both indoor and outdoor. Indoor ranges are limited, and scheduling is difficult when shared with other agencies (Ranges and their capacity to take on more training sessions is provided in Figure 1). Outdoor ranges face the issue of inclement weather and public concerns for environmental, noise, and safety impacts.

A regional firearm training facility could serve area public safety departments. A collaboration of WestCOG and local agencies to fund, design, staff, and share a modern, state-of-the-art range and training facility would provide numerous benefits to every agency involved. Depending on the facility size and design, other agencies could be invited to participate in the future. The facility could also generate income by renting the services, especially training room/areas, when not in use by member agencies.

In the public safety industry, there is a growing trend toward multiple jurisdictions/departments sharing a multi-use facility.

Current Training Requirements

Police departments are required to train on all of their equipment including forms of lethal and non-lethal force. Minimum requirements for training in the state of Connecticut requires sworn officers to have annual training which is usually a 4-hour block which includes two hours on the range, 1 hour with less lethal weapons, 1 hour classroom. Training officers can provide instruction for 3-4 trainees at a time.

Additional equipment will require additional training and many departments have protocols to train beyond the minimum requirements (up to four training sessions per year).

Current Training Facilities

The region has access to limited training resources, and while numerous departments manage small personal ranges, many are not designed for regional use. In a survey to municipalities part of the FCPOTA a list of departments and their training practices are provided (includes municipalities outside of WestCOG):

Bethel: In November, Bethel reported they utilize multiple ranges depending upon availability; however, their own range would be completed soon. Later comments were added, “Bethel’s new range was not built to be a regional range nor is there adequate parking to accommodate such.” *Bethel does not support their range being used as a regional facility.*

Bridgewater-Roxbury. Have a difficult time finding space for officers. Resident Trooper.

Brookfield: Brookfield utilizes multiple ranges depending upon availability.

Danbury. They have a personal range and access to an outdoor prison range. Access at the prison range is not consistent.

Darien: Darien uses their own indoor range. They reported, “We are fortunate to have our own indoor pistol/rifle range here at Darien PD. The training hours are high in the survey because officers are trained individually throughout the year.”

New Canaan: Utilizes multiple ranges depending upon availability but primarily uses Wooster Mountain.

New Milford. The police department has access to an outdoor range. But would generate some complaints from people in the area. Adjacent to hiking and recreation area. Usage is heavily restricted.

New Fairfield. Constabulary is under the state police. Usually, they use the indoor range with Danbury. Unsure where they perform rifle training.

Norwalk. Utilizes a 7-lane indoor range for pistol training. They rely on Wooster Mountain for rifle training.

Redding: Utilizes multiple ranges depending upon availability.

Ridgefield: Utilizes multiple ranges depending upon availability.

Sherman. Utilizes a resident trooper.

Stamford: Stamford uses the Wooster Mountain Range as their primary outdoor range and reported *availability is extremely limited*. Survey: SPD - Indoor Range 725 Bedford Street Stamford, CT 06901 – this is not Wooster Mountain as reported in another survey.

Westport: Westport has an indoor range at their department. The range was manufactured by MEGGIT which is now called InVeris. *Note: Winbourne requested a ROM quote from InVeris for the regional range project.*

Weston: Utilizes multiple ranges depending upon availability.

Wilton: Utilizes multiple ranges depending upon availability.

Regional 5 Town Emergency Response Team (SWAT): Wilton reported, “the Regional 5 Town Emergency Response Team (SWAT) would use a regional range 4-6 times per year. Team includes Wilton, Trumbull, Darien, Monroe, and Easton.”

Shelton: Shelton has an indoor 4-lane range.

Watertown: Watertown has an outdoor range but would like access to an indoor range.

Wooster Mountain. Several agencies use (lease or pay per use) the Wooster Mountain Gun Shooting Range, State Property located on Sugar Hollow Road in Danbury, Connecticut. Availability is limited, and scheduling is difficult. Currently Wooster Mountain is being challenged regarding the frequency of officer training hours. Currently 24 hours per week are allotted for officer training but proposed cancelations by deep would squeeze this allotted time to 12 hours a week. Proposed For more information on Wooster Mountain Shooting Range: [Wooster Mountain home page](#).



Figure 2 Firing Ranges utilized by FCPOTA departments and their capacity levels to take on training sessions from other departments.

II. Facility Specifications

Range usage estimates were developed within the Firing Range working group along with a list of specifications needed for the range to be functional and enduring.

Indoor Design. To address noise, safety, and environmental concerns. This would also avoid limitations due to lighting and weather. Potential available use 365 days a year, 24 hours a day.

Rifle Ready. Access to rifle training is the driving force for this project and is key to reaching successful numbers of participation from departments.

25 Yard Length. This length is necessary to simulate real world applications of firearm training. While a 50-yard range is desired for some specialized rifle training the modification can double the cost of construction. Most firearm training facilities in the northeast are 25 yards.

10 Lanes. A safety officer can oversee 3-4 students at a time. A 10-lane facility allows for up to 3 groups to work and flexibility to handle most training groups while providing a building space that can be used for additional training applications (such as de-escalation training).

Range Usage Estimates

Range usage estimates calculate the number of officers that can utilize a ten (10) lane facility assuming they attend two training sessions per year and that premium operating hours are 12 hours between 8:00 AM to 8:00 PM. Calculations indicate that the facility would be able to provide training under these conditions for the whole FCPOA (38 departments, 2,414 officers). Additionally, when Including night shift hours (8:00 PM to 8:00 AM) each officer can receive an additional 14 flexible training hours per officer. This is a maximum potential scenario and would require highly efficient scheduling and reflects the facility's upper usage. These specs are more likely to serve about half the number of officers with effective training space and provide room for growth if training expectations change and increase over time (which is anticipated). Additional assumptions are provided below.

Startup Usage. The facility is ready to handle interested departments (the departments that provided usage data and letters of support for the facility), 14 departments (798 officers). The facility has enough additional training slots to provide four (4) training sessions per officer during premium hours. When Including nightshift hours there are 62 flex hours per officer.



Figure 3 Indoor Firing Range Example. Photo provided by Milo.

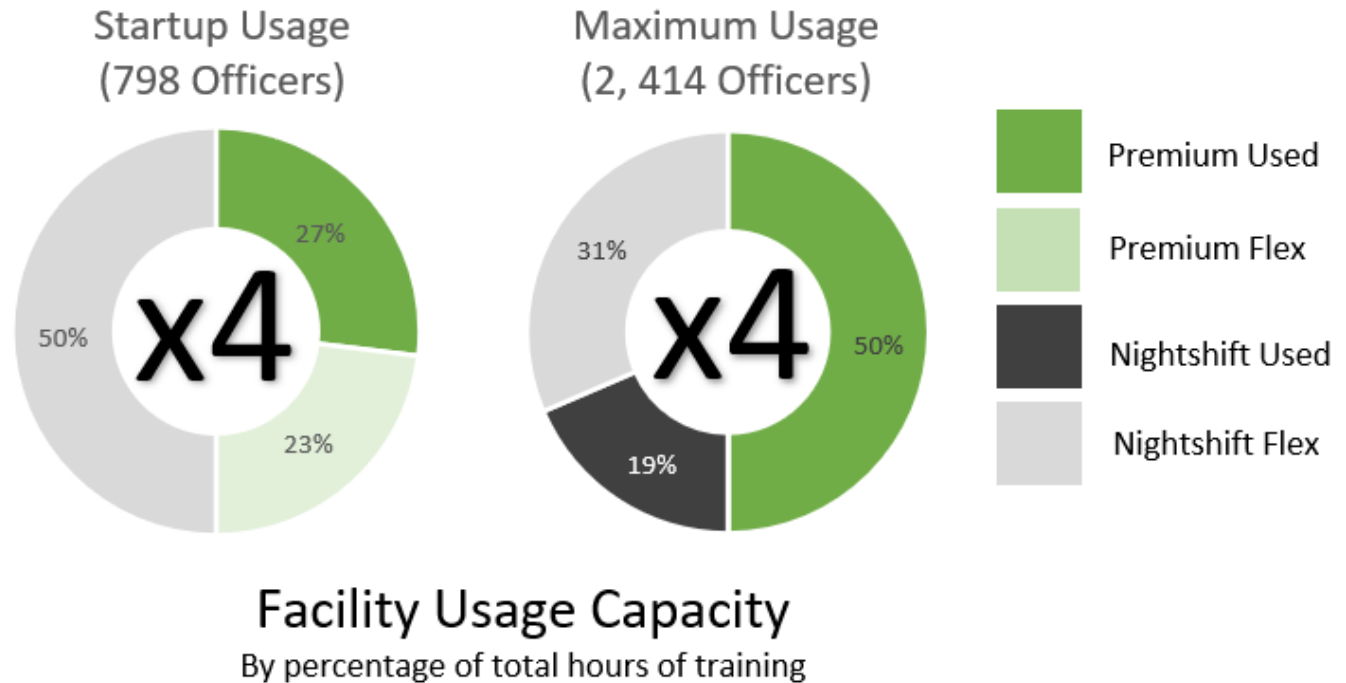


Figure 4 Percentage of facility usage capacity looking at two scenarios; **Startup** includes departments that expressed interest and **Maximum** which includes all member departments in FCPOA. This chart utilizes the assumptions below such as x4 trainings per officer per year.

Assumptions

Assumptions made regarding range usage estimates include:

Hours of Operation. 247 days of the year the facility is considered open for use (118 days closed). This conservative estimate assumes operating hours only include regular business days Monday through Friday and operating hours from 8:00 AM to 8:00 PM. It also accounts for 14 federal holidays. While public safety staff do work holidays and weekends, a conservative estimate was provided to account for access to firearm instructors. Other factors such as weather, power outages, natural disasters are not considered in this estimate.

Transition Time. While a typical training block is considered four hours, an additional hour was included to account for the transition of trainees packing up and those arriving.

Quadruple the Training. It seemed it was quite common for departments to have officers train at least twice a year and up to four. So estimates were done for the expanded usage scenario to safely account for lost time due to scheduling and transition issues.

Lane Efficiency. The facility has eight lanes, it is possible not all lanes will be utilized during a training session. This model assumes peak performance in lane usage. A scheduling system can likely alleviate this.

Firearm Facility Construction Considerations

There are considerations for design that are necessities and then there are optional considerations. The necessary considerations for design include:

- Lane Count
- Lane Length
- Target Systems
- Ventilation Systems
- Lead Abatement/containment/cleaning
- Noise suppression
- Check-in area/process/scheduling software
- Restricted Access
- Parking
- Restrooms
- Classroom
- Legal compliance.

For examples, necessities would include multiple lanes, multiple distances, warning lights and PA system, target system, restrooms, parking, secure storage area for range items, temporary storage to secure personal items while using the range, cleaning station(s), and a check-in area/administrative office. Optional items could include any of the following.

- PA System
- Warning Lights
- Temporary Storage
- Extra training rooms for multiple uses.
- Multiple administrative offices for range or temporary staff
- Common area/break area/kitchen
- Locker rooms with changing area
- Shower(s)
- Multiple cleaning stations
- Secure storage area for range items. Note: Secure storage would need to be large enough to store ammunition, headsets, and targets while always remaining secure.

Note on Construction. Building a firearm training facility requires extensive planning and design which is why there are companies that specifically construct firearm training facilities. These companies are experts in the planning, design, and construction of professional and law enforcement firearm training facilities. When contracting with a specialist, plan to have an architect and civil/structural engineer even if they are not familiar with specific needs of designing and building a shooting range.



III. Location

Initially there were two viable site locations for the firearm training facility; Newtown and Wilton. The viability analysis took the shape of numerous discussions with municipal leadership, surveys with police departments, and a GIS location analysis. The Newtown facility was the preferred location following department surveys, the location analysis when reviewing police officer residences, and now with political support from both Newtown and Wilton to move ahead with the Newtown location. This list of Pros and Cons share some of the between the sites provides .

Newtown

[191 S. Main St, Newtown, CT](#)

- ✓ Strong Political Support
- ✓ Ranked 1st for travel time from officer's residences to facility
- ✓ Not in residential area.
- ✓ Town owns property.
- ✓ Access to parking.
- ✓ Secure Site (on Police Property)
- ✓ Road access.
- ✓ Flat terrain for site.
- ✓ Room for improvements (dedicated classroom or bathroom).
- ✓ Survey winner among working group.
- ✓ Access to wide department market.
- ✓ Close to fiduciary department (assuming department acts as fiduciary caretaker).
- ✗ Electric required
- ✗ Land requires clearing.
- ✗ Walkway needed from parking lot.
- ✗ Road requires improvements.
- ✗ Access road may be challenging for freight (prefabricated scenario).

Wilton

[71 Mather St, Wilton, CT](#)

- ✓ Ranked 1st for travel times for COG departments traveling from department to facility (weighted by officer count).
- ✓ Not in residential area.
- ✓ Town owns property.
- ✓ Access to parking.
- ✓ Secure Site (has lockable fence)
- ✓ Road access.
- ✓ Flat terrain for site
- ✓ Room for improvements (dedicated classroom or bathroom).
- ✓ Currently serves as occasional firearm training location.
- ✗ Concerns regarding department market
- ✗ Site prep viability concerns
- ✗ Electric required
- ✗ Land requires clearing.
- ✗ Property is open to the public (transfer station).
- ✗ Traffic on Route 7.
- ✗ Requires classroom space.

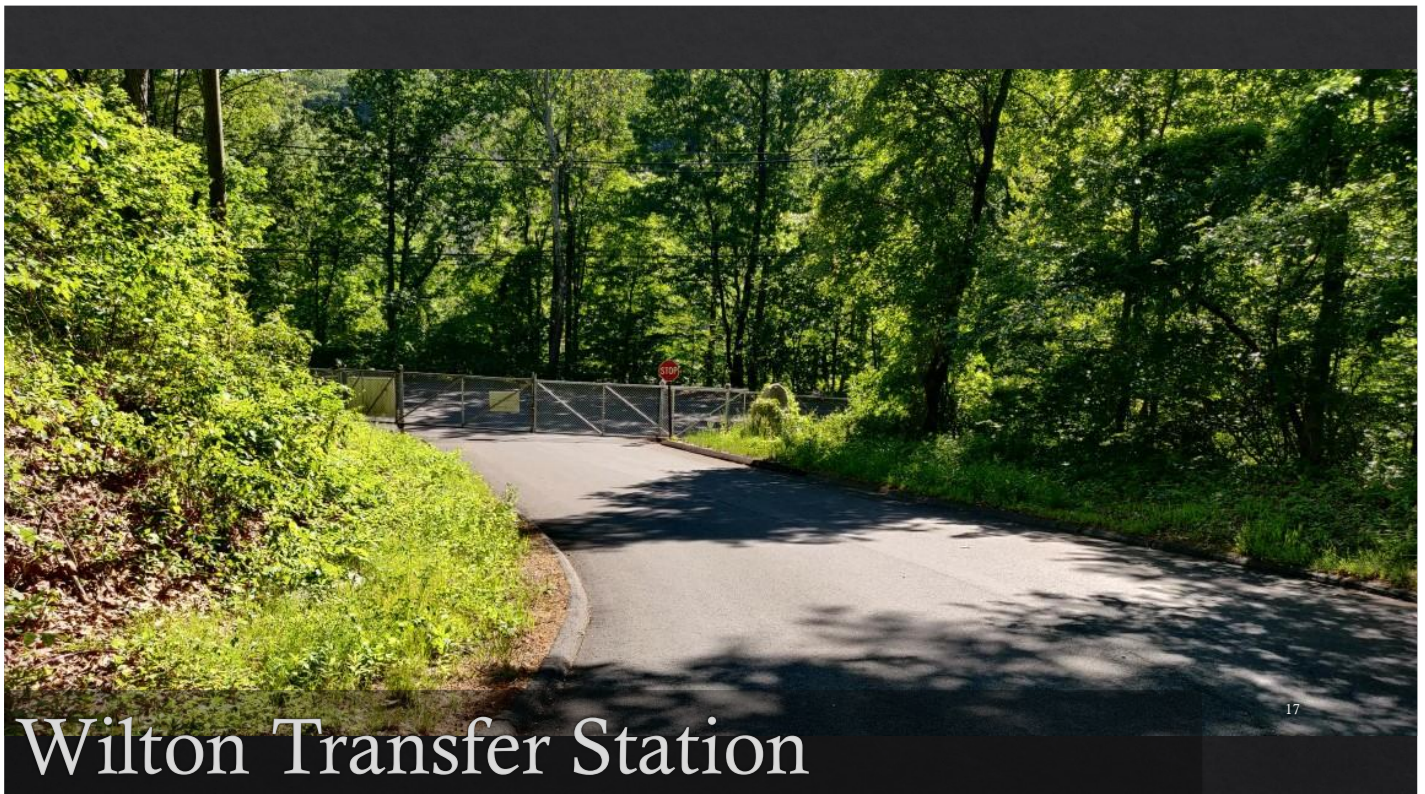


Newtown Police Department



Newtown Police Department

Flat forests space would have to be cleared for the Newtown site.



Existing fenced area at the Wilton Site, though used as municipal transfer station too.

IV. Governance

As a shared resource an effective governance model clearly lays out expectations and responsibilities for each party involved, while also having a process to adapt and modify as needed. Collectively the COG needs to review options for governance, weigh them out, and select an option to be built out and then signed into action. Several options are provided below.



Facility Ownership

The owner of the facility bears some responsibilities and liability, they are also a likely candidate to serve some form of fiduciary role as the asset is under their name.

- Municipality
- COG
- Non-Profit

Facility Oversight

An executive level decision making body that establishes the facility's MOU, enables an entity to manage the facility, approves changes in the governance model. This group would likely meet annually for a report on the facility's performance.

- Municipality
- COG Council
- Facility Council
- Non-Profit
- DEMHS Region

Note: This group does not handle day to day management and operations of the facility.

Questions

Who would serve as the oversight committee? WestCOG's Council is an existing entity and can serve this role and would likely appreciate an annual update on performance.

How to handle voting power within the Oversight Committee, such as 1 seat = 1 vote, or is it algorithm based?

Facility Management

This is an operational level committee and will develop the charter on use of the facility. The charter impacts the day-to-day users. The charter is more flexible, and this group meets more frequently and would report to the oversight committee.

- Municipalities
- COG Council

- Facility Council
- Non-Profit

Questions

Who would serve on the Facility Management Committee? The Fairfield County Police Officer Training Association is already made up of training officials within the region and could serve this role.

Who appoints council members?

How many Members?

Are tasks split up?

Meet quarterly or more if needed?

Handles disputes unless raised to Executive level?

Sample Model

Regional Oversight, FCPOTA Oversight and Management.

In this model the building is owned and maintained by the FCPOTA under the executive guidance of WestCOG's Council. Newtown owns the land and leases the space. MOUs are established by partner communities when they "join" to have access to the facility similar to a gym membership.

The FCPOTA would hire a dedicated staff member for managing the facility (such as scheduling and maintenance).

Once a year, the FCPOTA would present training facility performance to WestCOG's council.

Othe Considerations

- Maintenance obligations of the facility could be shared by all members who use it. Contractual requirements would include water, electricity, building maintenance, housekeeping/cleaning, hazardous material (lead) removal and disposal, etc. These would be recurring costs.
 - Note: While WestCOG cannot assess the towns for these costs, there is a precedent for invoicing each town, which has been done with other projects
- Depending on the size of the facility, full-time staff could be minimal with a single administrative position to manage day-to-day operations, scheduling, and daily contractual operations such as housekeeping staff and maintenance.
- Each department could provide their own certified trainers/firearms instructors, eliminating the need for permanent or full-time trainer positions.

Note. A sample MOU template from The Department of Homeland Security is provided in the appendix.

V. Financing

Many range projects are delayed or abandoned due to high costs and budget shortfalls. If the budget process takes years to develop, it must be updated on a consistent basis to keep it realistic. Be sure to use local construction costs/estimates and contact community planners for assistance in the process.

Cost Sharing

There are multiple cost sharing models that could be implemented. The Membership model is provided below.

Membership Model. The membership cost would have two components; “sign-on fee” and “membership fee” which would be applied per officer. The sign-on fee would help address the initial cost of construction. The membership fee is intended to handle maintenance costs. These costs would be reviewed and adjusted as needed annually. A membership model would allow for specified amount of training opportunities for the officer. This has a con where communities may choose to “sign on later” after construction costs are accounted for and membership fees are reduced.

Funding Sources

Funding could be obtained in several ways. Membership fees (municipal funds), foundation donations, penny tax, external/internal annual leases, combination of current public safety funds from several agencies, assessments, etc.

Congressional Community project Funding. WestCOG applied for \$1 million in non-construction costs associated with the firearm training facility under the Department of Justice COPS account. The request garnered 17 letters of support in a tight turnaround. Legislators asked about the project through the DOJ’s COPS account and learned that the project is too closely associated with construction for funding consideration. They recommended us to consider exploring eligibility for funds through the USDA’s Community Facilities Program. WestCOG continues exploring these funding options.

Regional Performance Incentive Program (RPIP). RPIP was established to encourage municipalities to participate in voluntary intermunicipal or regional shared services projects. Current iterations of this grant are focused on existing tangible projects.

- \$1,500,000 in supporting funds awarded
- 50% match.
- Funding Spent by October 2025

Connecticut Neighborhood Assistance Act (NAA), a tax credit program designed to provide funding for municipal and tax-exempt organizations by providing a corporation business tax credit for businesses who make cash contributions to these entities. Information can be found here: [Neighborhood Assistance Act Tax Credit Program](#)

VI. Implementation Strategy

This chapter has two primary components. First, Strategic Objectives are defined to establish a set of expectations and targets for the project. These objectives are the foundation for the second component, the Strategic Plan, which outlines each of the steps, considerations, and responsible parties necessary for a successful implementation of this project and to fulfill each of the strategic objectives.

Training Facility Objectives

Strategic objectives lay a clear set of targets regarding what this project aims to accomplish.

- I. **Regional Firing Range.** Fully functional police firearms training facility that provides an efficient and effective solution for Western Connecticut law enforcement departments to complete mandated State of Connecticut firearms qualification and training sessions as well as a multipurpose training room for defensive tactics, less lethal use of force, and classroom space.
- II. **Economies of Scale.** A firing range solution that via economies of scale is a cost-effective solution to ensure law enforcement personnel are properly trained and certified with department firearms.
- III. **Maximize Access.** A police firearms training facility that allows for year-round access, twenty-four hours a day, seven days a week to the largest market of officers.
- IV. **Minimize Public Impact.** A firing range solution that minimizes negative public impacts for noise, environmental effects, and safety.
- V. **Rifle Capable.** A firing range solution that provides the ability to qualify and train personnel for multiple types of weapons including department issued firearms – handgun and patrol rifle up to 5.56-millimeter ammunition capability.
- VI. **Interagency Agreement.** Implementation of an effective, integrated, multi-jurisdictional public safety agreement that will achieve collaboration, cooperation, and communication between all the agencies.
- VII. **Operations Plan.** Clearly defined Operations Plan regarding the management of a police firearms training facility.

Implementation Strategy

The implementation strategy are the next steps to see the project to completion while meeting the training facility objectives outlined above. This strategy is set up sequentially and addresses dependencies where required.

Completed tasks

Task in Process

Comments in blue font.

1. Establish and convene a project working group to oversee the creation of the implementation plan and provide facility recommendations.
2. Create a list of Training Facility Objectives to focus efforts and minimize mission creep.
3. Develop an Implementation Strategy to outline the needed steps and track progress.
4. Site selection for training facility. [Objectives II & III]
5. Develop Facility Design Specifications. [Objectives I, IV, and V]
6. Outreach of Information/ Education (public and municipal staff)

WestCOG hosts the implementation plan online. Has also had conversations with elected officials and provide updates at COG meeting and in monthly newsletter. This process will continue until project completion.

