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Chairman

June 23, 1976

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Vice President and Director

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Senior Associate

Major General Maxwell E. Rich
Dr. C. R. Gutermuth
The National Rifle Association
Of America
1600 Rhode Island Avenue, N. W.
Washington, D. C. 20036

Dear Max and "Pink":

We are pleased to submit the report on our feasibility study gathered together with deliberate haste. There are at least 20 important persons who also should be seen, and if we go ahead, they will be seen in the next months. Time is of the essence to solidify these new relationships.

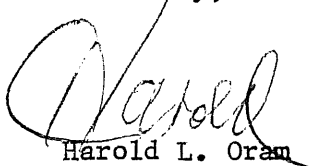
We have done everything that was possible in the time allotted. The important thing is that we have elicited a friendly response from leading persons outside the NRA. During the course of the study, we learned that between the avid hunters and the ultra preservationists there is a wide array of conservation-minded individuals, and we feel that the NRA has great potential for the building of support among this group. This is a good start, but the proof resides in our ability to get the Chairman. That has to be the first concern.

Will Sawyer has demonstrated his capacity to reach people at the highest levels. If the suggested program is accepted, I have great hopes for success. We promise nothing, save our best efforts and of that you can be sure.

Thank you both for giving us this opportunity and we look forward to working with you toward our mutual objective of making the Outdoor Center a reality.

With kindest personal regards,

Sincerely,


Harold L. Oram

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A FUND-RAISING FEASIBILITY STUDY
CONDUCTED ON BEHALF OF THE
NATIONAL RIFLE ASSOCIATION
OF AMERICA

June 23, 1976

Confidential

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HAROLD L. ORAM, INC. / ORAM, GOLDSTEIN ASSOCIATES, INC.

ORAM INTERNATIONAL CORPORATION / CONSTITUENCY BUILDERS, INC.

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1.0 Introduction and Background

On April 14, 1976, Oram International Corp. (OIC) was retained by the National Rifle Association of America (NRA) to conduct a fund-raising feasibility study on the proposed NRA Outdoor Center in Raton, New Mexico. The principal intended programmatic objectives are as follows:

- . The creation of the "College of The Outdoors" where research and demonstration projects will be carried out to show how precious natural resources such as soil, water, vegetation and wildlife can be conserved and enhanced in the semi-arid environment of New Mexico.

- . The development of a series of abbreviated courses of instruction designed to impart knowledge of sound wildlife management and conservation practices to young people belonging to such organized groups as Future Farmers, 4-H Clubs, Boy Scouts, Girl Scouts and Campfire Girls.

- . The inauguration of an in-depth program of instructor training in hunting and fishing skills consisting of seminars on hunting safety, game identification, bow hunting techniques and shooting preserve management.

- . The offering of intensive training courses for youth leaders in wilderness survival, desert survival and harmonious use of natural areas by hikers and campers.

- . The establishment of a school for guides and outfitters to provide complete programs of instruction on all types of services and talents that they may be expected to provide.

. The installation of the world's finest shooting ranges, including conventional American and international-type rifle and pistol ranges; specialized ranges for benchrest shooting, muzzle-loaders and air guns; international type running boar and Mexican silhouette ranges; trap skeet and mini-trap fields, a crazy quail walk and an experimental course of fire.

. The construction of the necessary buildings and facilities to provide a research center, classrooms, housing accommodations, restaurant facilities and a museum of Americana and historical shooting memorabilia.

OIC, in preparing this study, has attempted to:

- . Define the case for philanthropic support
- . Identify potential campaign leadership
- . Identify and preliminarily compile prospects for leading gifts
- . Identify federal programs which may be of benefit
- . Recommend a fund-raising goal and the phasing and timing of a campaign designed to achieve that goal.

This report is the end product of our two month investigation. The findings, conclusions and recommendations which follow are based in large part on 122 personal interviews and 10 responses to mail questionnaires. (See Appendix I for list of persons interviewed). Of the personal interviews conducted, all but 8 were conducted face-to face; the others were conducted by telephone. Interviews ranged in length from 30 minutes to four hours and were conducted throughout the nation.

This report is informed by complete access, on a confidential basis, to NRA financial records, construction cost estimates, special reports, correspondence, promotional materials, membership lists and other materials related to the Outdoor Center; and by a personal visit to the site in New Mexico by a member of the OIC staff. Finally, this study rests in OIC's collective corporate experience in preparing more than one hundred feasibility studies and managing several hundred fund-raising campaigns over the past 37 years.

In order to interview a meaningful number of people within the NRA "family" in the time allotted, OIC arranged that more than 200 letters be sent out requesting interviews. OIC requested a list of people who were what would be termed top donors. This list was generated by computer and made available to us. It consisted of the following:

| | |
|----------------------|-------------------------------------|
| 124 Benefactors | \$1,000 or more |
| 182 Patrons | \$ 500 or more |
| 2,376 Endowment | \$ 300 or more |
| 190,448 Life Members | \$ 200 or more between ages 18 & 65 |
| | \$ 125 or more under 18 and over 65 |

OIC reviewed the names of all Benefactors, Patrons and Endowment Members and approximately five thousand names in the Life Member Category. A concerted effort was made to uncover names that were familiar to OIC as being people with money, experience and/or expertise and outreach to important friends. No one on the NRA staff was aware of the philanthropic capabilities of the membership, save in isolated instances.

Additionally, we requested that Dr. C. R. Gutermuth compile a list of individuals, not necessarily members of NRA, but whose prestige and/or leadership in conservation, hunting and in other fields of activity which NRA encompasses, would make their opinions of extraordinary value. Most of the persons on this list with whom appointments could be arranged, received us with great cordiality, and were among the most helpful of all persons interviewed.

General Maxwell E. Rich, Dr. C. R. Gutermuth and Mr. Frank Daniel helped to determine which members of the Board of Directors and other members of the governing body of NRA should be seen by OIC personnel. These were chosen on the basis of their outreach to the philanthropic community or their exceptional contacts in the conservation education field. Because of the unusually large size of the NRA governing body, geographic distribution and especially the time limitations placed upon the study, it was determined that no more than a quarter of the Directors and Committee Members could be interviewed.

244 letters were sent out initially. 58 letters were later sent or telephone calls made to people suggested in the course of the first interviews. Later in the study, on June 9, more than 100 additional letters with a written questionnaire and a copy of the Statement of Purpose were sent out requesting a response by June 18. A list of the 10 persons responding is attached as Appendix II. We asked those people who could not meet our time requirements to fill out the questionnaire in any event as their comments will be helpful if a campaign is launched.

A word about the interview process is called for here to allay any fears that might exist over whether sufficient persons were interviewed and whether they truly represent the NRA consensus, or whether non-NRA related persons seen have adequate knowledge of what the NRA proposes to do at the Outdoor Center.

First, our interviews are not in the "public opinion" or "market research" category. All interviews were addressed to individuals either in the NRA family -- Directors, Senior Staff, Field Representatives, Media Representatives and members, or to persons who, while not members, were known to possess interest and/or expertise in conservation, outdoor education, or shooting sports and to have supported these causes in the past. Included in the last category were officers of government agencies and national conservation organizations who may be of help to the NRA Outdoor Center. Before being interviewed almost all persons received a detailed Statement of Purpose * outlining the programs proposed for the Center.

Second, the principal thrust of the interview was fund-raising related: Who can give? Who will lead? What kind of cooperative programs are available? What are the strengths and weaknesses which affect fund-raising capabilities?

As Appendix I reveals, our interview list consisted of 24 Officers, Directors and Members of the members of the Executive

*The Questionnaire and Statement of Purpose are annexed as Exhibits C and B.

Council, 13 Senior Staff, 10 Field and Media representatives, 39 Members, 36 Non Members.

Some persons, of course, fall into more than one category and a few have been members, some of whom served in various positions within the NRA.

All persons interviewed were assured complete confidentiality. Therefore, no personal attributions are made here. All raw data remains our exclusive property, permanently.

The area for interviews was nationwide but limitations of time prevented every state being visited.

The study was directed by Harold L. Oram, President, Oram International Corp., Inc. Members of the study unit include: Willits Sawyer, Vice President, who was responsible for conducting the majority of the interviews; Mrs. Kay P. Lautman, Vice President ; Stephen R. Seater, and Joseph Wilson, Consultants to OIC.

We would like to acknowledge the candor and helpfulness of all concerned in this undertaking. Everyone at NRA Headquarters with whom we dealt received us with an open, cooperative manner and we are grateful for their help. We would like to particularly thank Mr. Merrill Wright, General Maxwell E. Rich, Dr. C.R. "Pink" Gutermuth, Mr. Louis F. Lucas, Mr. Frank C. Daniel, Mr. Dale T. Gaskill, Mrs. Jean Morris and Mrs. Martel Lovelace for the assistance and guidance they offered throughout.

OIC accepts full responsibility for any omissions, or factual errors; and for the accuracy of our Findings, and for the Conclusions and Recommendations set forth here.

2.0 Summary of Principal Findings, Conclusions and Recommendations

The NRA cannot of itself and within its own rank raise the \$30,000,000 needed necessary to build the Outdoor Center.

It must seek outside leadership and money. To find the leadership and to attract the money, the NRA must provide an image of an organization equally concerned with other environmental/conservation organizations in serving those common values. Disagreement on the "gun control" issue must not be permitted to frustrate cooperation and respect in the conservation field.

A balanced image of NRA seeking to make its contribution to conservation-education values is a vital necessity in this effort to secure campaign leadership. It must be real and should center around Raton as a gift to the nation, open to all and serving the national interests. It would be well to consider designating Raton as the National Outdoor Center rather than the NRA Outdoor Center.

Raton should be the focus of distinguished conferences and noteworthy events to promote this image.

The search for a Campaign Chairman is of immediate and critical importance. Four persons who have been interviewed are the best prospects to date, one of whom, Robert O. Anderson, is one of the most outstanding conservation-minded philanthropists in the country. The other three prospects are Perry Bass of Fort Worth, Texas, an oil man, August A. Busch of St. Louis, Mo., and William Liedtke of Houston, another oil man. All are outdoorsmen and three have New Mexico connections. (Biographies are attached as Exhibit D).

An enormous amount of care, time and work must be undertaken to reach a cooperative relationship with our brethren in the conservation field because their attitudes will largely govern the response from the foundation community. This unusual step will add to the cost of the campaign. It is essentially a major public relations program, but not conventional P.R. -- it must be for real.

The campaign study showed the possibility of only one considerable potential gift. But that is hedged with conditions. In the main, gifts were indicated in the \$1,000 to \$25,000 area. One member pledged a "substantial" bequest, another indicated in writing a planned bequest of \$250,000 for the Outdoor Center. But the influence of campaign activities often leads minor gifts to be transformed into major gifts. That is the task of the Chairman who alone, in this situation, can assure success. Every major campaign with which the writer has been associated during the past 37 years has secured its largest gift from a donor source personally unattached to the cause at the beginning of the campaign.

The campaign should be initiated with a fail/safe program. The first four months of the campaign (July -- October) will be spent in securing leadership with a minimal staff. Concurrently, once an adequate chairman is secured, an approved initial mail appeal to the NRA membership will be made. There is no way in which the campaign can be organized, no way in which a suitable Chairman can be enlisted, unless the NRA membership supports the campaign and the Chairman has access to them.

Cost of the campaign, which will be divided into three phases of approximately \$10,000,000 each will be between 7% and 15% of the funds raised. NRA faces an inordinately costly capital campaign since a large effort must be made, through events and other activities, to impress upon the conservation minded public and professionals that NRA is a true believer.

The campaign goal, at this time, of \$30,000,000 will require six to seven years for consummation. The division into three phases is based on the necessity of having celebratory occasions along the way.

The initial budget for the fail/safe period of four months (July -- October, 1976) is \$58,000. Once a Chairman is secured the following eight months budget will be approximately \$285,000. Seed money for the campaign can only come from one source -- the membership reached through a mail appeal.

The above summary statement represents an accurate approximation of the situation confronting the NRA as we see it. We do not urge a campaign. That is a decision for the Board. But we believe that a suitable Chairman can be secured and with his recruitment, all other elements essential to a successful campaign will fall into place.

3.0 Findings

Successful fund-raising grows out of a solid program. Dedicated Board and staff leadership cannot compensate for a weak program or for one that fails to serve a valuable social or organizational objective. For this reason, we asked persons interviewed to tell us what they saw as the fundamental programmatic strengths and weaknesses of the NRA and especially insofar as what is being projected for the NRA Outdoor Center.

3.1 Principal Programmatic Strengths (Direct Quotes)

"The NRA is the only group that can stop anti-gun legislation from being enacted."

"I believe that because of its large membership, the NRA has the potential to be the foremost spokesman for the hunter/conservationist."

"The NRA does a wonderful job in fighting anti-gun legislation; however, I wish this weren't necessary, because it would mean concentrating more on competitive shooting, conservation and gun collecting."

"I joined because the NRA represents everyone who loves guns. I think The American Rifleman is a fine publication."

"The NRA is doing a fine job on all fronts."

"The NRA is working to stop the move to disarm America."

"The NRA is doing a fine job of coordinating all people who are interested in firearms."

"I strongly disagree on the NRA's stand on gun control legislation. However, they can be very proud of their work in the field of hunter safety."

3.2 Principal Programmatic Weaknesses (Direct Quotes)

"The NRA has an image problem and is perceived by many people as a gun lobby that does nothing else worthwhile."

"Even my fellow members of the Boone and Crockett Club feel the NRA's stand on gun control is outrageous."

"Many NRA letters sent to members in an effort to mount opposition to some proposed gun control law are unnecessarily abrasive and offensive."

"The organization lacks a top notch public relations department. They don't seem to be able to create a positive image for themselves."

"The P.R. Department just cranks out information without creating an image."

"Basically I think the NRA should be more involved with conservation since most of its members are interested in hunting at least to some degree. They are missing the boat here."

"The NRA should enlist more blacks in the fight to ensure the citizen's right to bear arms. Many blacks are opposed to gun control and there should be some blacks on the Board."

"The NRA does very little to counter the bad press it receives."

"If the publications were of higher quality, this might help guarantee a better renewal rate."

"The magazines, The American Rifleman and The American Hunter should be upgraded. The American Hunter emphasizes the most crass kind of trophy hunting, with very little space devoted to conservation of natural resources."

3.3 Programatic Interests of Persons Interviewed and of General Membership

A. When asked which aspects of the NRA's program are most interesting to them personally, OIC found most responses fell into the following categories:

Legislative Activities

Competitive Shooting

Hunting and Hunter Safety

Conservation

Black Powder Weapons

Gun Collecting

Police Program

As would be expected, there was quite a bit of overlap between these categories. Many persons interviewed expressed an interest in all aspects of the NRA programs. Two persons said they were interested only in the legislative work of the organization and two others indicated their major interest was the police program. Only one person interviewed was primarily a gun collector. Of the non-members interviewed, three said that they were very much opposed to the program of the Legislative Institute but approved of other aspects of the NRA program. Twenty-two persons said that they were primarily interested in the conservation aspect of the NRA. One prominent conservationist said that he was disappointed in the NRA because, in his opinion, the organization, "is giving less attention to conservation now than it did a few years ago." Only six persons said their primary interest was in competitive shooting.

The largest group of persons interviewed stated that they were primarily interested in hunting and conservation; several others stated their primary interest as legislation and the rest cited hunter safety or other programs as being of prime interest.

B. To supplement our knowledge in the area of program interest, OIC requested copies of the 1971, "Survey of NRA Membership" prepared by Copley International Corporation. The

study revealed that, in general members are satisfied with the attention the NRA is giving to Gun Collecting, Competitive Shooting, and The American Rifleman.

The only area considered by members to be in need of considerably more attention and effort was Hunting and Conservation. Over 75% of the sample felt more attention was needed in this area. The following information is taken directly from the Membership Survey conducted in 1971 by Copley International Corp. (pages 17 and 18)

"Hunting and Conservation (project manuals, guides, information, etc.)

| <u>Much More</u> | <u>More</u> | <u>Same</u> | <u>Less and Much Less</u> | <u>No Answer</u> |
|------------------|-------------|-------------|---------------------------|------------------|
| 35% | 41% | 19% | 1% | 4% |

. There is a slight trend for those who have been members for a long time (7 or more years) to be more satisfied with present levels of attention devoted to hunting and conservation than are the newer members. These newer members, on the other hand, are more likely to post higher "much more" scores.

. Only life members are significantly different from the totals on hunting and conservation. This group reverses the normal "much more" and "satisfied" scores. Instead, life members are 35% satisfied and only 19% want "much more" effort given to hunting and conservation.

. Participation in safety and marksmanship programs has no significant effect on members' feelings towards hunting and conservation. However, those who participate in competitive events have higher than average levels of satisfaction (32%) and feel less need for "much more" (29%) or "more" (36%).

. When hunting and conservation is looked at by the members' occupation, the one group to differ from the average is the unskilled workers. They are more likely to want "much more" (51%) than "more" (31%). All other occupational groups are quite close to the norm.

. There are distinct differences in interest in hunting and conservation among the various age groups. The very young (under 20) are most emphatic in the need for "much more." Over 50% said this. The group from 20 to 40 fits the average fairly

closely, but the over-40's are more likely to want "more" than "much more," and their satisfaction levels are slightly higher than average. The over-60's are low in wanting either "more" or "much more," and over 10% of them didn't bother to answer the question.

. Those on active military duty are slightly less emphatic than other members. Their highest rating is for "more" attention (54%).

. The only educational group to differ from the average is the "less than 8th grade" group who feel that "much more" effort (48%) is needed for hunting and conservation rather than "more" (only 25%).

. By income, those earning over \$20,000 are less emphatic than average. They say "more" (over 50%) rather than "much more" (25%) attention is needed."

3.4 Board and Senior Staff Leadership

This question was asked only of those in a position to give informed answers including most Board, Senior Staff, Field Representatives, Media Representatives, and NRA members.

As expected, responses were diverse. Most persons were positive about Board and Senior Staff leadership or did not comment negatively. Some made particular reference to the fact that they know and like the Executive Vice President and feel he is doing a fine job. A lesser number of persons described Board and Staff leadership as "fair" or "average" or had no comment. A few persons were outrightly negative and critical of Board and Staff leadership.

A number of critical remarks were related to the "unbusiness-like way" the Board and Staff run the organization. Concern was expressed over the internecine fighting throughout the NRA; over

staff inefficiency and lack of dedication to their jobs; and over the all time low morale on the part of the staff primarily as a result of the decision to move the headquarters.

Concern was also expressed by some individuals over the fact that the public relations department does not project a balanced and positive image to the general public and over the lack of real fund-raising expertise within the NRA, (particular examples cited here include the lack of an organized bequest campaign and the fact that no one in the NRA can readily identify wealthy and/or important persons within the membership).

3.5 Development of the NRA Outdoor Center

The projected NRA Outdoor Center has enormous potential to contribute to the fields of conservation and outdoor education. Nowhere in the United States does there exist anything on the same large scale as that proposed for the Center. The combination of conservation demonstration projects, outdoor education and various shooting sports facilities promise to make this a truly unique project.

This study was based on the assumption that the principal matter was a go/no-go decision on fund raising to permit the NRA Outdoor Center to go forward and to seek funds for construction of the roads, competitive shooting ranges and other necessary facilities.

Of 132 interviews analyzed, which included NRA Staff and responses from written questionnaires, with respect to the Outdoor Center:

- . 115 were more clearly positive than negative, ranging from mild interest to extreme enthusiasm.

- . 10 were neutral or indifferent.

- . 7 were more clearly negative than positive, ranging from mild skepticism to vociferous disapproval.

Perhaps a few paragraphs should be devoted to those who favor the Outdoor Center as they presently understand what is proposed there.

- . The majority of individuals interviewed believed the project had great merit and that it would be an enormous asset to the NRA.

- . A number of people spoke of the Outdoor Center as helping to change the NRA's image for the better.

- . Some felt that the conservation demonstration projects to be carried out there would be applicable to many other parts of the world with a similar kind of climate.

- . Others saw the Center as the possible replacement for Camp Perry and the future site of the national competitive shooting matches.

- . Many people were excited about the Center's role in providing leadership training in many outdoor related activities.

. A few felt that the potential for using the Center property as an outdoor laboratory is almost unlimited.

. There was also considerable sentiment for using the Center as a place to greatly expand the NRA's hunter safety program.

. Many people expressed great interest in the various youth oriented programs proposed for the property. Teaching young people to shoot, hunt and camp in the wilderness was seen as a definite plus for the NRA. Such things were equated with teaching our youths to be self-reliant.

On the negative side, quite a few people were concerned about the following:

. The remoteness of the Center from population centers. The closest major airports are in Albuquerque and Colorado Springs.

. The lack of water on the site. This pertains to both water for recreational purposes and the general water supply necessary for visitors.

. The expense of bringing people to the site.

. The fragile nature of the land. One conservationist stated the challenge to NRA as follows: "I hope the NRA will begin this project with an honest to God legitimate natural resources survey -- getting ecologists and botanists to see what on this fragile land is rare and unique and should

be protected. Then the NRA can make decisions as to what can be sacrificed and what must be preserved."

. Funding the Center once it is completed. No endowment is presently planned and many are concerned about future funding. A common question asked was, "Does the NRA plan to charge for the use of the various facilities?"

. The question was raised as to whether the land will be leased to special interest groups. Those who raised this issue were against it and hoped that NRA would not lease the land, especially for grazing purposes, to earn money.

. Many were concerned about funding the conservation demonstration projects (which these people found among the most exciting of the Center's proposed activities).

The following are direct quotes from persons interviewed expressing common feelings about the Center.

"The whole idea of the Center, while good, is not a high priority matter that will attract big philanthropic dollars."

"I think a national campaign going outside the membership would be distasteful and would give Cleveland Amory the perfect issue with which to attack us."

"The Center could be a replacement for Camp Perry. In fact, Raton could be better than Camp Perry because it has

the potential to be more family oriented."

"Raton does not interest the hard-core members of NRA. You could raise \$30 million in a few years if it was to defeat gun control. However, \$30 million for Raton is going to be one hell of a task."

"The Center has no support from our company and any money raised should go to fighting the anti-hunting crowd."

"Boys' Town didn't start out with elaborate facilities. It started out with people. Of course the Center has to have ranges, but they aren't priority. The people, the kids, can shoot at tin cans and have a good time. The ranges can come later later -- at the instigation of the participants. The educational programs should come first -- absolutely."

3.6 Fund-Raising Strengths and Weaknesses

If the NRA should undertake a nationwide campaign to make the Outdoor Center a reality, certain obvious advantages were cited:

The NRA is a national organization with an exceptionally large and relatively stable membership. This, coupled with its large endowment, makes the NRA a very strong and effective organization. Moreover, some of its Directors are men and women with contacts in the world of business. A few have also

had experience in fund-raising, and many others are willing to try their hand at it.

On the negative side, some problems were noted:

- . The NRA lacks people with real fund-raising expertise.

- . A significant comment was that the Board has never been involved in fund-raising for the NRA to any significant extent. And there has been virtually no effort to raise money through a bequest program.

- . This past year NRA operating expenses exceeded income, suggesting that increased attention should be paid to funding the main operations. In 1975, annual income amounted to \$9,980,302 but expenses totalled \$10,696,086. There is no staff person to search lists of contributors for potential big donors. People of considerable means are not asked to make additional contributions other than their dues and the most financially able group - life members and others, are totally exempt from annual dues payments. Thus there is no tradition of asking or giving in the NRA.

- . The current media image of the NRA destroys its ability to raise money from foundations, especially the large ones such as Rockefeller, Ford and Mellon.

3.7 Philanthropic Capability

Because the cost of the Outdoor Center development was estimated at about \$27 million, originally, it was decided

that such a large goal must be raised in phases. Assuming a first phase fund-raising goal of \$10 million, OIC constructed a table to yield this figure and explained to interviewees that a campaign at this level would necessitate at least one gift of \$2.5 million; two at \$1 million; four at \$500,000; six at \$250,000; ten at \$100,000; and the rest in smaller amounts. These numbers, of course, represent approximations.

Thus, the top 23 gifts would total \$9 million or 90% of the \$10 million objective - with all other gifts providing the remainder.

We reviewed "family" lists, i.e., Board, Executive Council, large donors, and life members with staff and interviewees and asked for suggestions of people in the "family" who might be motivated to give at the higher levels. We also asked for names of individuals who may not be members of the NRA but who were known to be interested in the kinds of activities proposed for the Center. Unfortunately, few names were suggested. Those that were, however, were people of great wealth with a definite interest in conservation, hunting, and various outdoor activities. Most had no current relationship with NRA.

Such names included John Olin, John Murchison, Robert O. Anderson, Laurance Rockefeller, Howard Prescott, various members of the Mellon family and several large corporations.

Of course, the real knowledge of the persons doing the evaluating may be more speculative than informed. The principal value of this information is as an indication that additional research is warranted.

3.8 Campaign Leadership

We asked everyone interviewed to tell us who he/she thought would make the best general chairman if a campaign was organized. Most of the people mentioned are not NRA-related. The following persons were suggested leadership roles and are as follows:

| | |
|--------------------|-----------------------|
| Robert O. Anderson | Barry Goldwater |
| James Arness | Curt Gowdy |
| Perry Bass | C.R. "Pink" Gutermuth |
| August Busch, III | Clifford Hanson |
| Glen Campbell | William Holden |
| John Connally | "Catfish" Hunter |
| Chuck Connors | Curtis LeMay |
| Pete Conrad | John Love |
| Bill Cosby | Slim Pickins |
| Bing Crosby | Ronald Reagan |
| John Denver | Robert Redford |
| Jimmy Doolittle | Dale Robertson |
| Roger Fawcett | Roy Rogers |
| Joe Foss | Wally Schirra |
| Arthur Godfrey | William Spencer |

Robert Stack

George Wallace

Jimmy Stewart

John Wayne

Russell Train

Ted Williams

Stewart Udall

These suggestions fall into four categories: celebrities, (including entertainers, astronauts and famous military men); prominent politicians or former politicians; well known businessmen; and renowned conservationists.

A strong campaign to raise money for the Outdoor Center must have individuals associated with it as leaders drawn from these elevated levels.

3.9 Rank of the NRA Among Range of Philanthropic Interests

Few members had thought of NRA as being a philanthropic interest. Most of them thought of it in terms of an association to which they paid dues for services rendered, or as a social resource which helped provide companionship and sport.

Very few of the non members interviewed had heard of the NRA save in the context of the anti-gun control fight. Thus this question was not always asked or responded to.

3.10 Willingness to Work

Out of 109 persons interviewed, including those receiving questionnaires, but excluding staff, more than 50% of the people interviewed (55) indicated their willingness to work on a campaign. Additionally, seven other persons said they may be able to help, depending on their schedules and other involvements. Too few of these individuals are persons with considerable outreach; but their assistance in helping to raise money should not be underestimated. Most of the persons interviewed who were most helpful in suggesting the names of persons of wealth were not NRA members.

3.11 Willingness to Contribute

Of 109 persons interviewed, excluding staff, 51 indicated a willingness to contribute, but in only one case more than \$25,000. The range of contributions suggested by persons interviewed was between \$500.00 and \$25,000 and OIC estimates the average gift to be between \$2,500 and \$5,000. The one exception indicated a potential for a very large gift under certain conditions. Additionally, one bequest of \$250,000 was promised; another "substantial" but undisclosed amount was also promised as a bequest.

3.12 Funding Priority for Programmatic Elements

Persons interviewed were asked which programmatic elements should be funded first. The overwhelming majority indicated that the conservation, outdoor education and leadership training aspects should receive highest priority.

All other interviewees expressed no preferences.

The reasons for selecting conservation, outdoor education and leadership training as the programmatic elements to be funded first were as follows: (direct quotes)

"Everyone recognizes the importance of natural resources conservation. The Outdoor Center should capitalize on this feeling."

"Conservation is like motherhood and apple pie. The NRA would be crazy to pass up this opportunity to improve its public relations image."

"Here is a chance to do something that is really significant in the field of leadership training. The Outdoor Center could surely become the major facility for the training of youth leaders in the U.S."

"We should build camp grounds and trailer grounds first and encourage outdoor activities so as to make the Center a place for families and young people to visit. Shooting ranges should be the next things built and the fancy buildings and museums should be the last things to go up."

3.13 Willingness to Lend Name

Of 109 persons interviewed, excluding staff, 59 said they would lend their name to a national fund-raising committee. It should be said, however, that not all of these individuals have good enough name recognition to be useful on such a committee. About half a dozen persons expressed uncertainty on this question for various reasons.

3.14 General Comment

As is customary in OIC interviews, the final question is intended to elicit free association or comment.

"In order to raise money for this endeavor, more attention should be paid to getting a bequest program underway."

"Money from bequests could easily be directed to cover some costs of the Outdoor Center."

"I doubt if we can expect any help from the large foundations. Colonel Orth already looked into the possibility of getting foundation money and decided that the NRA should look elsewhere."

"It is imperative that the membership not be asked to take on the added burden of funding the Outdoor Center. To do so could mean that there may not be enough money available to keep the Legislative Institute functioning efficiently."

"There is no real conflict between the Legislative Institute and the Outdoor Center. Some people who do not normally give to the legislative activities will contribute to the Center because conservation is their first priority."

"You are going to have to be careful about the leadership you choose for the campaign. I think you definitely want to stay away from the hard boiled red-necked cowboy or gunslinger types."

"The idea of the Outdoor Center is great, but \$30 million is an enormous sum. It will take a number of years to complete such an ambitious fund-raising campaign."

"I like the idea of the Center; however, I think it should be funded by the general membership. The NRA should not go to the public as a supplicant."

"It is about time that the NRA moved into conservation and outdoor education in a big way. So far, there has been lots of talk and little action."

"The organization's public relations are poor. If handled properly, the Outdoor Center will greatly improve the NRA's image."

"The major mission of the NRA is to fight gun control legislation, but it must also become involved in other things that are of interest to its members. Hunting and conservation are important to a lot of NRA members."

"One thing the NRA should do to help cover costs of the Outdoor Center is move some of their regular program staff there instead of to Colorado Springs."

4.0 Conclusions

The National Rifle Association is one of the largest organizations in the United States with 1,100,000 members coming from every state in the Union. Membership is predominantly white, middle-class, and blue collar Americans. The NRA thus speaks as a powerful group of "average" Americans and has a major impact on Washington and the State Capitals. But at the same time, it is difficult to find leadership within the organization at the necessary top levels which make large fund raising goals attainable.

4.1 Image

A matter of primary importance is NRA's current image. Founded with the objective of extending opportunities for shooting sports, it has since adopted conservation and educational objectives of which the public, and most especially the foundation community and persons of wealth traditionally interested in ecological and environmental issues, are not aware.

In the public mind (and this is expressed by NRA's most loyal members) NRA's current image is based almost totally on its supposed opposition to any form of gun control. This public image constitutes a weakness for fund raising that is remarked upon by most of the people OIC interviewed.

One of the views most often expressed dwelt on the necessity of bringing the image into balance -- of creating for NRA an amended image in which efforts in defense of the constitutional right to bear arms will be viewed in perspective with the newer natural resource management

and conservation -education objectives. It was felt that such a transformation of image will immensely strengthen NRA from the point of view of public acceptance, a matter of critical importance for fund raising.

4.2 Cost

Another matter of great concern to many thoughtful persons interviewed was the considerable cost of building the Outdoor Center. Originally costed at \$17,000,000 it grew in 1975 to \$27,000,000. It is now estimated to require \$30,000,000 and it is likely that costs will escalate beyond that figure by the time the project is fully funded.

(By way of analogy, it required seven years -- from 1969 to December 31, 1975 to raise \$37,000,000 in public subscriptions for Meharry Medical College, which had a committee headed by George Russell, then Vice-Chairman of the Board of General Motors Corporation. Mr. Russell was aided by an active National Committee including at least twenty of the major industrialists of this country).

It will certainly require no less time for NRA -- thus we must contemplate a six or seven year fund-raising program to achieve the goal.

It was pointed out by a number of persons, among them some of the most business-oriented interviewees, that the value of the NRA Outdoor Center does not rely upon the construction of elaborate buildings and other facilities, but upon the Center's usefulness to people. If the elaborateness in construction was removed and the plan reduced to the

the simplest utilitarianism, it would have a considerable value both in terms of savings and of immediate usefulness to the people who will use the facilities.

Many thought it worthwhile to consider a reduction, not in scale but rather in design and cost, through various devices including that of bringing the architecture into harmony with the natural surroundings -- log cabins and the like.

4.3 Current Capability

Today, NRA's membership and fund-raising leadership cannot successfully launch a fund-raising drive in which major gifts from the membership at the multi-million dollar level ranging down to \$100,000 are needed to reach 90% of the goal. This does not mean that some such major gifts will not come from members during the course of the campaign. As contributed totals increase, many members will make provisions either through current gifts or by testamentary bequests for contributions much in excess of what they are prepared to give today.

Giving is a social activity and people are influenced in their giving patterns by what their respected leaders and associates give. Even so, with the lack of any substantial fund-raising tradition within NRA, it is clear that the membership will not provide the level of gifts required for even the first phase goal of \$10 million.

The above is not the whole story, merely the first chapter in the investigation of the NRA's capacity to build the National Outdoor Center.

4.4 The Expanded Constituency

NRA's brochure entitled A Center for NRA's Second Century of Service "issued an invitation to all - individuals, organizations and agencies . . . to join in funding, planning, and fully utilizing a great new facility which can contribute largely to the American future". "The National Outdoor Center is where we put it all together, not just the National Rifle Association and its members, but all who want to join in enjoying and preserving our outdoor environment.

"An enthusiastic welcome will be given to representatives of federal and state agencies, to college and university faculty members and students, and to all organizations with compatible goals. They will find the Center an ideal place to meet, to exchange ideas, to plan programs, and to conduct projects designed to achieve the finest outdoor environment for both present and future generations of Americans."

Thus from the very beginning it was the objective of the Board of NRA to cooperate with leading elements in the country to build the Outdoor Center for "all with common interest" as a hallmark of NRA's Centennial.

Aside from the genuine desire to signalize its service to the nation there was undoubtedly the realization that a project of this scope and size could only be achieved if a larger public was involved in its realization. So it has turned out. Interviews with more than 100 persons representing a broad cross section of NRA Board, staff, membership and leadership personalities, indicate that help is necessary if the goal is to be achieved. This was foreseen.

Analyzing the support pattern characteristic of major campaigns, income is normally received from four sources:

- 1) The constituency; the alumni of a college, the members of a church or organization, the people residing within the service area of a hospital. In this case, NRA members represent the present constituency.
- 2) Foundations whose programs correspond to the aim of the appeal.
- 3) Corporations whose business objectives will be furthered by the success of the appeal. Thus MIT will receive funds from corporations who employ MIT graduates, etc. Often, corporation giving for public relations objectives is particularly sensitive to p.r. considerations on the negative side. They will not give when their gift, it is felt, will alienate portions of their market. In essence, they avoid controversy, no matter how attractive the appeal.
- 4) Finally, Government grants are often available under law when a governmental objective is served by a private organization.

4.5 The "Foster Constituency"

Given the incapability of the current NRA constituency to fund the project, we have to think in terms of a "foster constituency", persons allied in interest to some of our objectives, and to whom the creation of a National Outdoor Center can be an attractive objective. This was clearly forecast in the invitation "to all individuals, organizations and agencies" to join in building the Outdoor Center.

It is easy to invite participation in the burdens of a multi-million goal campaign. But to make that invitation compelling, we have to think in terms of the outsiders' objectives that are compatible with ours.

There is a very wealthy group in this country which seeks to preserve our natural heritage for the generations to come. This constituency is equally concerned with NRA's express objectives of fostering natural resource and wildlife management, conservation and environmental values and outdoor education and recreation. Yet this is precisely the constituency that is turned off by NRA's current image based on its leadership in the fight to defeat "gun control" legislation.

4.6 Leadership

Certain outstanding leaders who applaud NRA's fight to preserve Second Amendment rights perceive the organization as devoted exclusively to one highly controversial issue. Informed of NRA's commitment to the conservation cause in the building of the Outdoor Center, they are reluctant to accept responsibility despite their identity of views. They understand, as men who have achieved topmost rank in the business world, that their participation will be viewed with hostility by some stockholders and customers. Yet, our interviews indicate there is a possibility of securing the support and leadership of some among them in this campaign.

Among these men are national figures who are heads of major corporations. They are precisely the type of men who are essential to the success of any large scale nationwide campaign. In our opinion, based upon the expressed attitude of certain men of this leadership potential, it is a good possibility that NRA can secure one among those already interviewed to lead this campaign. It is a probability that NRA can secure someone at that level. Such leadership is essential if the campaign is to be successful. If such a man is not obtained for the primary

leadership role, there can be no campaign.

Thus the first task before current NRA leadership is to meet the views of such men invited and able to assume leadership of a successful campaign at this level. And to do so without compromise of principle. NRA should determine to put into visible practice what it has already promised in the above cited pamphlet, A Center for NRA's Second Century of Service. Just as there is not one word in that pamphlet referring to the NRA's leadership in preserving Second Amendment rights, the prospective campaign must be based totally on increasing public awareness of NRA's conservationist - educational objectives. Campaign literature and events must dwell exclusively on the positive role that NRA is playing through the Outdoor Center in fostering wildlife management, good conservation and environmental practices, and outdoor education. This is the way to achieve a balanced image and to attract the powerful and monied leadership and support necessary for success.

If NRA decides to go this route, then it is possible to consider the adoption of a plan of campaign calculated to achieve success.

5.0 Recommendations

5.1 General Considerations

The plan of campaign proposed is based on the realization that the NRA membership cannot and/or will not today, out of its own resources, provide the money and recruit the leadership essential to the success of a drive for upward of \$30 million. NRA must seek outside its own ranks for the funds and leaders essential for success.

NRA must attract to its cause powerful leadership and financial support that is today either repelled or put off by NRA's image as the leader in the fight against gun control. Within this body are people and organizations who share NRA's objective of creating a unique, large scale Outdoor Center capable of fostering educational, recreational and conservation programs for the benefit of the entire country.

To develop this alliance and secure essential campaign leadership NRA must, through the Outdoor Center programs, give visible evidence nationally of its devotion to this new set of values. NRA is today recognized nationwide as the leader in the political battle to defend Second Amendment rights. NRA must now work just as zealously to create a balanced image in which the preservation of ecological and environmental values will be widely recognized as one of NRA's primary concerns.

5.2 Plan of Campaign

The campaign will be based upon the utilization of the Outdoor Center as the focus of conferences and events which will demonstrate to the country this new set of values to which NRA is dedicated.

We are aware of the programs directed to this objective are now being carried on at Raton. But they are not nationally visible -- they

have no signpost for our purposes and thus cannot help us achieve our goal.

Here are some of the unique events recommended for Raton that will attract nationwide attention.

- 1) A carefully staged Conference of nationally known biologists, environmentalists, outdoor educators and wildlife management authorities to discuss the perfecting of the Outdoor Center programs. Foreign celebrities in the environmental fields at the level of Konrad Lorenz, Richard Leakey, Thor Heyerdahl, Jean Pierre Hallet, Bernard Grzimek, Jean Dorst, Phillippe Beneviedes, etc. should be in attendance to attract other outstanding scientists, educators, and foundation executives as well as media attention. The Governor of the State should welcome the guests. This is how Aspen, Colorado was started in 1949 with the visit of Albert Schweitzer, a brilliant public relations operation contrived by the late Walter Paepke, Board Chairman of Continental Container Corporation and founder of the Aspen Center for Humanistic Studies.
- 2) An annual Outdoor Center Barbecue Week should be instituted with invitations extended to official personalities drawn from State Fish and Game Commissioners, from Government officials in the Department of the Interior, and professional persons allied in interest. This should be a fun occasion similar to the exercises at the Bohemian Grove.
- 3) In the attempt to attract media attention, it is proposed that the Outdoor Center be the site of an outstanding orienteering

competition. This is a sport in which outdoorsmen use a compass and a topographical land map to find their way from one predetermined point to another. Timing this even induces the competition element. The contestants can run in the meets either as individuals or as teams, i.e. an old hand and a celebrity. Competitors are usually started at 30 minute intervals, and follow a compass course at their discretion. This sport tests the ability of the contestant to read the land from a map, and to use his skills as an outdoorsman to move swiftly along his course across the land.

The character of the participants could readily establish Raton as the national orienteering championship classic of the year. Famous athletes and other outdoor oriented personalities, such as John Wayne, John Denver, and Burt Reynolds, would be invited to participate, and would help to attract major media coverage of the event. Although there are dozens of orienteering competitions throughout the country, few of them receive national coverage. With the media continually seeking a new twist and with the participation of famous personalities, this orienteering classic could successfully attract national coverage.

The majority of the participants would be attracted out of the woods, ski resorts, Outward Bound, and outdoor centers throughout the United States; partly because this would be the biggest and most prestigious orienteering event in the country, and also because of the prize money that would be offered. Prizes could be secured from appropriate industrial concerns.

The above are merely a sampling of the characteristic events possible at Raton. Each would be planned for maximum media attention to focus on one or another of NRA's new objectives.

Concurrently, an Annual Dinner should be planned in a different major city of the country each year at which a significant award would be presented for outstanding service to nature and the preservation and/or augmentation of our natural resources. This award would be reserved to major industrialists as, for instance, a giant forestry company for planting millions of seedlings to replace the lumber crop; to a major coal mining company for its care in reconditioning strip mined areas; etc. Such a dinner would not only cumulatively attract media attention, but would soon become a coveted award within industrial circles and attract financially powerful foundations. Moreover, it would not merely be self-supporting -- it would be highly profitable.

All of the above can be done and their purpose is simply to establish a balanced image of NRA in the public eye. Such a program is the essential first step in recruiting a leader for the proposed drive.

5.3 The Outdoor Center Board

Once the Chairman of the Capital campaign is recruited, he should go on the Board of the Outdoor Center, and have the option to add perhaps six additional top leaders to it. This would require the approval of the Board itself. At the present time there are 9 people on the Board of

the Outdoor Center, the 3 top officers, of the NRA Board, the 3 top staff officers of the NRA, and 3 members appointed by the Board. There could be an agreement that at least 50% of the Outdoor Center Board be appointed by NRA, and 50% appointed by the Outdoor Center Board itself.

During the development stages of the Outdoor Center the primary function of the Board would be to oversee the raising of money and to help set program policy. Thus 2 types of people should be recruited - those with muscle within the philanthropic community, and those with leadership ability in outdoor education. In addition to the Outdoor Center Board, OIC recommends the establishment of an Advisory Board. The members of this board would serve on various committees.

5.4 The Outdoor Center Neighbors

In presenting the plans for the Outdoor Center, it is impressive that the Center owns 37,000 acres of land. However, it is even more impressive to say that the Outdoor Center will have access to over 1 million acres of land on which to conduct their educational studies.

Therefore, during the development phase before announcement of the campaign, arrangements should be made with the neighbors so that the Center will have access to adjacent lands. At a minimum, this includes access to the Vermajo Ranch, 486,000 acres; Phelps-Dodge's 80,000 acres; Philmont Scout Ranch, 200,000 acres; and Kaiser Steel's 180,000 acres. This makes a total of over 1 million acres available to the Outdoor Center. Thus the Outdoor Center and its surrounding lands could be publicized as the largest private natural resource and wildlife management study project in the world.

5.5 Leadership Needs

Selection of the Chairman of the campaign for the Outdoor Center is the decisive factor for success. No powerful National Committee can be recruited unless a man of national stature, and a credible outdoorsman, will accept the chairmanship. During the period of this study, eleven men who have the national stature to lead a campaign of this magnitude were interviewed:

| | |
|--|--------------------------------|
| Robert O. Anderson Atlantic Richfield Co. (ARCO) Los Angeles, California | Interviewed by: Will Sawyer |
| Perry Richardson Bass Perry R. Bass, Inc. Fort Worth, Texas | Will Sawyer |
| President Ezra Taft Benson (member) Salt Lake City, Utah | Will Sawyer |
| August Busch III, President (member) Anheuser Busch, Inc. St. Louis, Missouri | Joe Wilson |
| Roy Cullen Houston, Texas | Will Sawyer |
| General Lyman L. Lemnitzer (Ret.) Washington, D. C. | Steve Seater |
| William Liedtke, President PENNZOIL Corp. Houston, Texas | Will Sawyer |
| John Murchison, Partner Murchison Brothers Dallas, Texas | Will Sawyer |
| William I. Spencer, President (member) First National City Bank New York, New York | Will Sawyer |
| Lowell Thomas Sr. Pawling, New York | Will Sawyer |
| General William Westmoreland (Ret.) Charleston, South Carolina | Steve Seater |

Each man's position is presented briefly:

Robert O. Anderson may become a member of the National Committee provided that new conservation oriented policies and practices are instituted. He shares NRA views on their legislative program but will not accept leadership in the campaign until conservation values are introduced.

Perry Richardson Bass will become a member of the National Committee. He is a member of the group owning the nearby Philmont Ranch of 200,000 acres, and suggests that their facilities be used during the interim period before Raton's facilities are built.

President Ezra Taft Benson of the Mormon Church will become a member of the National Committee and lend his influence to the drive. He is too old for active leadership.

August A. Busch III is a member, having joined for a special reason. He will consider membership on the National Committee and a major gift providing certain conditions related to the conservation orientation of the Outdoor Center are fulfilled.

Roy Cullen will consider membership on a National Committee. He, personally, has no interest in leading a philanthropic drive.

General Lyman L. Lemnitzer will lend his name to the National Committee but will not take an active role.

William Liedtke is the owner of the nearby 460,000 acre Vermejo Ranch. He has offered to make available the considerable facilities of that ranch for campaign purposes. He will join a National Committee under appropriate leadership.

John Murchison will be a member of the National Committee.

William I. Spencer is a loyal NRA member and will join the National Committee for the Outdoor Center. He is, however, precluded from taking a leading role owing to business considerations.

Lowell Thomas Sr. will not join the National Committee unless there is ample assurance that it is a conservation oriented drive. He is totally opposed to the current legislative objectives of NRA.

General William Westmoreland will lend his name to the drive. He is not a prospect for active leadership.

In summation, it is clear that there are sufficient persons of national reputation to assemble a National Committee appropriate to the task. There are a few additional leading personalities not yet interviewed who should be seen if the decision is made to go forward. All of the above gives indication that there is at least an understanding on the part of important persons that the objective is worthy of their support. The key decision to be made by the Board is that of selection of the person or persons to be invited to head the drive. His recruitment will largely determine the success of any campaign.

Of the above cited persons, here is our recommendations in respect to the selection of a Chairman for the National Outdoor Center campaign presented in the order of their potential for leadership:

1) Robert O. Anderson (see Who's Who Biography, Exhibit D)
Mr. Anderson heads one of the largest oil producing, refining and marketing companies in the country, ARCO. He has an outstanding reputation as a conservationist and as a substantial philanthropist in the environmental field. Moreover, he is the largest private land owner in New Mexico and is familiar with the area. ARCO is the 15th largest industrial

company in the country.

2) Perry Richardson Bass (see Who's Who Biography, Exhibit D)

Mr. Bass is one of the largest independent oil operators in the world and one of the major philanthropists in Texas. He is a relative of the late Sid Richardson and is a Board member of the Richardson Foundation. He is also one of the Directors of the nearby Philmont Ranch which carries on a large scale philanthropic program and is thus intensely familiar with the area. He controls the Sid W. Richardson Foundation of Fort Worth, Texas with assets of \$69 million and which in 1973 made grants of \$2 million.

3) August A. Busch III (see Who's Who Biography, Exhibit D)

Mr. Busch, the current active head of the brewery family, is a noted philanthropist. He has, through his public relations advisor, indicated a special interest conditioned on a discussion. His conditional interest presents the prospect of the only major gift uncovered during the study. Anheuser Busch, Inc. is the 127th largest corporation in the United States.

4) William Liedtke (see Who's Who Biography, Exhibit D)

Mr. Liedtke is the President of a large specialized oil and chemical mining, producing, and marketing company, PENNZOIL. His company is the owner of the nearby Vermejo Ranch and is thus familiar with the area. He has offered the well-developed facilities of Vermejo for NRA's use in the proposed campaign. PENNZOIL is the 189th largest industrial company in the United States.

The Board, if it determines to proceed further after considering our recommendations, should indicate their decisions as to the order in which invitations should be issued to the possible chairman. Each will require a different approach to be determined by the special circumstances

in each case. In any event, once the order of invitation is determined by the Board, the approach will involve the intermediacy of a designated officer of NRA together with the original interviewer.

5.6 Fail Safe Procedures

The situation confronting NRA at this juncture is not unexampled. A decision must be made to go or not to go on a campaign in which the organization's membership clearly cannot provide the essential major gifts or leadership. Under the circumstances a fail/safe procedure is suggested.

1) The campaign should be undertaken only when a satisfactory Chairman of national reputation has been secured to head up the organization of a National Committee.

2) The NRA membership should not be solicited for funds until such a Chairman has accepted and the first appeal may go out over his signature.

In the meantime a limited staff must be retained in order to conduct the negotiations with prospective Chairmen, and to prepare a Mail Program to go out to the membership when the Chairman has accepted.

The coming four months, July through October 1976 will be occupied with efforts to secure a National Chairman. When he is secured the first mail appeal to the membership having been prepared but not printed, will be released to the mails.

The four month period is sufficient to see every potential Chairman now in view. It is also adequate to prepare and have approved by the designated officer of NRA the materials for a mail appeal.

Will Sawyer will be assigned to conduct the search for the National Chairman during this period in association with officers of NRA.

Mrs. Kay P. Lautman will be assigned to prepare the mail appeal materials.

The budget for this period of limited staff will be incorporated and presented in the overall budget - July 1976 - June 1977, appended to this paper.

5.7 Financials

As explained in Section 3.6, if a first phase fund raising goal of \$10 million is to be realized, a lead gift of \$2.5 million is necessary, followed by two gifts of about \$1 million and lesser gifts in the \$100,000 to \$500,000 range. Although people of great wealth were suggested as good prospects, OIC received only one indication from those we were able to interview that they would be willing to contribute at the levels suggested. It is clear that a number of persons interviewed will contribute in the \$1,000 to \$25,000 range. One written notice of a \$250,000 bequest was received also. This is not sufficient to mount a capital campaign.

The one major gift discussed with a potential contributor was at the high levels. However, that potential major gift was so conditional that it will require affirmative action by NRA. The potential donor has a problem that cannot be placed on paper but must be discussed in confidence.

6.0 Suggested Campaign Program

6.1 Theme of the Campaign

The Outdoor Center will be a national institution open to all who love the outdoors.

6.2 Objective

To build a unique Outdoor Center at Raton, New Mexico.

6.3 Financial Goal

(The goal may be increased owing to inflationary pressures.) To raise the capital sum of \$30,000,000 by a campaign conducted in three phases, as follows: 1st Phase -- \$10,000,000 to finance the first two construction stages (as reported by Scanlon and Associates and Kruger and Associates) and enable the creation of an infrastructure (roads, water, electricity, etc.). 2nd Phase and 3rd Phase: \$9,000,000 and \$8,000,000 respectively. To be entered upon successively upon completion of each prior stage, with each covering completion of two construction stages as reported by Scanlon/Kruger.

6.4 Costs

No less than 7% of the funds raised and probably no more than 12%. All depends on the character and quality of leadership recruited. A substantial part of the costs will be utilized in creating a balanced image for NRA through the organization of nationally newsworthy events-- an expensive process-- but the only way we can hope to attract the leadership and support of wealthy, conservation-minded foundations and individuals.

6.5 Plan of Campaign

The campaign thrust will be directed to two principal groups, i.e. the NRA family and the outside conservation-oriented world that represents great wealth. From within the NRA family we can expect thousands of gifts at lesser levels and much collective activity aggregating substantial annual income. But we also expect from within the family a cumulatively ascending annual total of bequests, which in the end may be one of the largest sources of income.

From the outside world we anticipate large gifts donated to specific objectives and gift opportunities, some of which may require months of negotiations. The return will be almost entirely dependent upon the character and energy of the Chairman-to-be.

6.6 NRA Program

- A. One mail appeal annually.
- B. Organization of a \$100 a year "Outdoor Club" aimed at members to upgrade their interest and potential average gift.
- C. Organization of an Annual Weekend to be devoted to raising funds for the Outdoor Center in any way they choose, promotions to be aided by the current NRA publications. Their cooperation is essential.
- D. A major bequest program, consistently pursued as the ultimate source of major support.
- E. Emphasis on special gift opportunities such as shooting ranges, etc.

6.7 Outside Program

A. Organization of special events centering around Raton and the conservation motif. The purpose will be to involve the great conservation-minded families and foundations in participating in these events as a preliminary to their financial support. Without their involvement, their financial support cannot be counted on. They must be consulted, their expertise used, and their cooperation solicited.

B. Preparation of foundation presentations directed toward specific major funding opportunities within the fields of interest of the respective family foundations. Thus an approach may be made to Kresge or Olin to fund the Visitors Center since they go for buildings; an approach to Rockefeller Brothers Fund for the Natural History Museum; approaches to various other foundations on the basis of their known interests. Success in these efforts will require time and negotiation and be totally dependent upon the leadership of the Chairman and his respected associates that we can get to work.

C. Approaches to the Corporate community year by year utilizing events of significance to interest them in supporting NRA. These contributions tend to be small \$1,000 to \$10,000 annually, but once enrolled, they are consistent supporters.

D. A special attempt will be made to organize a segment of industry (armaments and chemicals) in undertaking a collective, large scale funding objective as for the Firearms Museum. Here again, success will depend on the character and energy of the individual within the industry who accepts the leading role in this mini-campaign. (Eugene Beasley the

Chairman of Eli Lilly and Company, raised \$700,000 from within the pharmaceutical industry simply by letters and telephone for the purpose of establishing a named Chair in Pharmacy at a Medical College.)

E. Consultation with, and acceptance by, the congeries of organizations devoted to nature. We must think in terms of their influence on the decision-makers at the major and minor foundations interested in conservation-environmental education and activities. They may disagree on the gun issue, but we must win them to an acceptance of NRA's concern with the preservation of our natural heritage.

F. Governmental sources must be canvassed assiduously for any program grants available and of benefit to our activities. These opportunities are summarily dealt with in Appendix V.

7.0 Estimate of Sources of Funds

Here is the tally of a seven-year campaign for an educational institution which achieved a goal of \$37,000,000. Juxtaposed to it is an estimate of from where NRA funds are likely to come based on the relative intensity of the appeal to each sector. (A) Educational Institution Goal: \$35,000,000; (B) NRA Outdoor Center Goal: \$30,000,000.

| (A) Constituency (Alumni, Faculty, Trustees, Staff & Students) numbering less than <u>50,000 individuals.</u> | | (B) Constituency numbering <u>1,100,000 members</u> |
|--|-------------|--|
| Individuals | 11% | 40% |
| Corporations | 16% | 5% |
| Foundations | 50% | 10% |
| Organizations | 4% | 1% |
| Bequests | 3% | 25% |
| Outside Public | 14% | 15% |
| Miscellaneous (Special Events, etc.) | 2% | 4% |
| | <u>100%</u> | <u>100%</u> |

This table is not a prediction. It is merely a calculation of where the money may come from based on our present appraisal of the possibilities open to NRA.

8.0 Budget For The Proposed Campaign

A. July -- October 30, 1976 (Four Month Fail/Safe Period)

| | |
|--|---------------|
| Personnel Reimbursement | \$21,800 |
| Campaign Director (Willits Sawyer) | |
| Executive Assistant | |
| Clerk-Typist | |
| Test Mail Program (100,000 pieces) | |
| To be supervised by Kay Lautman | \$11,000 |
| Travel and Maintenance of Campaign | |
| Director on Road | 4,000 |
| Printing and Mailing of Campaign Materials | 2,500 |
| Office Supplies and Communications | 2,000 |
| Miscellaneous Expenses | 1,500 |
| Fee, Campaign Management | |
| Oram International Corporation @ \$4,000 per month | <u>16,000</u> |
| Total Budget Expenditures | \$ 58,800 |

Note: All savings will accrue to NRA

Note: These budgets (A & B) were prepared with the understanding that office space and office equipment would be provided in NRA headquarters.

B. November 1, 1976 -- June 30, 1977 (8 Month Continuation)

Personnel Reimbursement

| | |
|--|---------------|
| Campaign Director | \$120,600 |
| Associate Director | |
| PR--Writer | |
| Special Events Organizer | |
| Executive Secretary | |
| Secretaries (2) | |
| Clerk-Typist (1) | |
| Mail Program (1 million pieces) | \$ 92,250 |
| Travel and Maintenance on Road of Campaign Personnel | 18,000 |
| Printing and Mailing | 12,500 |
| Office Supplies and Communications | 7,500 |
| Miscellaneous | 3,000 |
| Fee, Campaign Management Oram International Corporation @ \$4,000 per month | <u>32,000</u> |
| Total Budget Expenditures..... | \$285,850 |

Note: All savings will accrue to NRA

Officers, Directors, and Executive Council Membersof the National Rifle Association

Interviewed

Mrs. Pat Auld
Kerrville, Texas

Chairman, Public Affairs Committee

Mr. Louis Benton
Littleton, Colorado

Member, Executive Committee
Chairman, Shooting Facilities Committee
NRA International Shooting Committee

Mr. William Binswanger, Treasurer
NRA Headquarters

Finance Committee

Mr. Harlon Carter, Executive Director
Institute for Legislative Action
NRA Headquarters

Member, Executive Council

Mr. Allan Cors, V.P. and Director of
Government Affairs
Corning Glass
Washington, D.C.

Member, Executive Committee
Firearms Legislation Committee

Mr. George Craig
Attorney-at-Law
Craig & Craig
Brazil, Indiana

Vice Chairman, Membership Committee
Hunting and Conservation Committee
Former Governor of Indiana

Mr. Frank Daniels, Secretary
NRA Headquarters

Dr. Alonzo Garcelon
Director of Dental Health for Maine
Augusta, Maine

2nd Vice President
Member, Executive Committee
Outdoor Center Funding Committee
Legislative Activities Overview
Committee

Mr. Harold W. Glassen
Attorney-at-Law
Glassen, Parr, Rhead & McLean
Lansing, Michigan

Past President of the NRA
Member, Executive Council
Firearms Legislation Committee
Grant-In-Aid Committee
Legislative Activities Overview
Committee

(Officers, Directors, and Executive Council Members)

Dr. C.R. Guteruth
Washington, D.C.

Past President of the NRA
Member, Executive Council
Chairman, Outdoor Center Committee
Chairman, Fund Raising Committee
Grant-In-Aid Committee

Mr. Fred M. Hakenjos
San Diego, California

Past President of the NRA
Member, Executive Council
Chairman, Management Review Committee
Finance and Outdoor Center Committees

Mr. Thomas M. Hamilton
Attorney-at-Law
Luce, Forward, Hamilton & Scripps
Hagerman, Idaho

Finance Committee
Management Review Committee

Mr. LaDow Johnston
Attorney-at-Law
Toledo, Ohio

Chairman, Muzzle Loading and Bench
Rest Shooting Committee

Mr. Louis Lucas
Vice President - Finance
NRA Headquarters

Outdoor Center Funding Committee

Mr. Howard W. Pollock
Deputy Administrator NOAA
U.S. Department of the Interior
Washington, D.C.

Hunting and Conservation,
Firearms Legislation, and
Public Affairs Committees

Mr. Irvine Porter
Attorney-at-Law
Birmingham, Alabama

Member, Executive Council
High Power Rifle, and
Bylaws and Resolutions Committees

Mr. James E. Reinke, Vice President
Eastern Airlines
Potomac, Maryland

Chairman, Membership Committee
Firearms Legislation Committee

Mr. Irvine W. Reynolds
Copley Newspapers
Rancho Santa Fe, California

1st Vice President
Legislative Activities Overview
Committee

Mr. John Rhea
Former Director of African Wildlife
Leadership Foundation
Fort Meyers, Florida

Chairman, Grant-In-Aid Committee
Vice Chairman, Hunting and
Conservation Committee

(Officers, Directors, and Executive Council Members)

Major General Maxwell Rich
Executive Vice President
NRA Headquarters

Mr. Walter M. Schirra, Jr.
Johns Manville Corp.
Englewood, Colorado

Public Affairs Committee

Mr. Charles Sedam
Vice President of
Pacific Gas and Electric Company
Lafayette, California

Management Review Committee

Mr. Gilbert Shelton
Chairman of the Board and President
Tracy-Collins Bank and Trust Company
Salt Lake City, Utah

Chairman, Finance Committee
Outdoor Center Funding Committee

Mr. Merrill W. Wright
Chairman of the Board
G.F. Wright Steel and Wire Co.

President of NRA
Chairman, Legislative Activities
Overview Committee

Mr. John M. Schooley
American Target
Denver, Colorado

Past President of the NRA
Law Enforcement Assistance
Committee

The Staff of the National Rifle Association

Interviewed

| | |
|--|--|
| Lt. Col. John C. Ailes, USAR (Ret.) Romney, West Virginia | Media Representative Chairman, W. Va. Water Resources |
| Mr. Don Beddiges Blakeslee, Pennsylvania | Field Representative |
| Lt. Col. Clyde C. Chadwick, USA (Ret.) Colorado Springs, Colorado | Field Representative |
| Mr. Frank Foote Raton, New Mexico | NRA Outdoor Center |
| Mr. Dale Gaskill, Chief of Operations NRA Headquarters | Coordinator of Field Operations and Representatives |
| Mr. Chuck Gieseey, Assistant Director Administrative Division NRA Headquarters | |
| Mr. Ladd S. Gordon Raton, New Mexico | Field Representative |
| Mr. Ashley Halsey, Jr., Director Publications Division NRA Headquarters | |
| Mr. Steve Hines Public Relations Department NRA Headquarters | |
| Mr. Harry Hodgdon, Director Conservation Activities NRA Headquarters | |
| Mr. Tom Hodges Public Relations Department NRA Headquarters | |

(The Staff)

Ms. Ruth Ann Hugo
Public Relations Department
NRA Headquarters

Mr. Robert C. Joerg, III
Atlanta, Georgia

Field Representative

Ms. Paula Kal, Manager
Membership Promotion and Advertising Dept.
NRA Headquarters

Ms. Pamela Kaul, Director
Personnel
NRA Headquarters

Ms. Martel Lovelace
Secretary to the Executive Vice President
NRA Headquarters

Director of Women in NRA

Mr. Stan Mate, Director
Competition and Training Division
NRA Headquarters

Mr. Cliff Morrow, Director
Hunting and Conservation Division
NRA Headquarters

Lt. Col. David Parsons, USA (Ret.)
Burlington, Iowa

Field Representative

Major General George B. Pickett, Jr., USA (Ret.)
Montgomery, Alabama

Field Representative

Mr. C. Richard Rogers
Executive Assistant
NRA Headquarters

Mr. Wayne Sheets
Education and Training Division
NRA Headquarters

Col. E.F. Sloan, USA (Ret.)
Redwood City, California

Field Representative

Lt. Col. William Sutton III, USA (Ret.)
Alexandria, Virginia

Field Representative

Members of the National Rifle Association

Interviewed

Mr. K.A. Arbury
Midland, Michigan

Col. Thomas E. Bass, USAF (Ret.)
Colt Industries
Washington, D.C.

Mr. John H. Batten, President
Twin Disc, Inc.
Racine, Wisconsin

Mr. Fred Bear, President
Bear Archery
Grayling, Michigan

Archery and Bowhunting Committee

Mr. Lehman Beardsley
Vice President for Public Affairs
Miles Laboratories, Inc.
Elkhart, Indiana

President Ezra Taft Benson
President of the Apostles, Mormon Church
Salt Lake City, Utah

Mr. Richard Borden, President
Borden Productions
Concord, Mass.

Mr. T.D. Breeden, Director
Fairchild Industries
Derwood, Maryland

Mr. Bob Brownell, President
Brownell's Inc.
Montezuma, Iowa

Mr. John W. Buckley, President
Catawba Corp.
Lakeville, Connecticut

Former Board Member

(Members)

Mr. August Busch III, President
Anheuser Busch, Inc.
St. Louis, Missouri

Lt. Gen. Marshall S. Carter
President of the George C.
Marshall Research Foundation
Colorado Springs, Colorado

Mr. Harvey Dahl
Rancher
Melbourne, Florida

Mr. Edward M. Davis, Chief of Police
City of Los Angeles, California

The Honorable True Davis
Washington, D.C.

Former Board Member
Former Ambassador to
Switzerland

Mr. Wesley M. Dixon, Jr., President
G.D. Searle, Inc.
Skokie, Illinois

Lt. Gen. James H. Doolittle
Los Angeles, California

Mr. Joe Foss, Director
Public Affairs
KLM Airlines
Washington, D.C.

Mr. Al Freeland
Freeland Scope Stands
Rock Island, Illinois

Dr. Karl C. Jonas, M.D.
Washington, D.C.

Mr. Thomas L. Kimball, Executive Vice President
National Wildlife Federation
Washington, D.C.

(Members)

General Lyman L. Lemnitzer
Washington, D.C.

Mr. Charles E. Lyman III
Owner of the Blue Trail Range
Middlefield, Connecticut

Former Board Member
Junior and College Committee

Mr. Wally Lyman
Middlefield, Connecticut

Mr. Craig Moodie, President
Moodie Associates (Advertising)
New York, New York

Dr. Girard F. Oberrender, M.D.
New York, New York

Mr. Hubert O'Brien
New Orleans, Louisiana

Mr. Daniel Poole, President
Wildlife Management Institute
Washington, D.C.

Grant-In-Aid Committee

Mr. W. Howard Prescott, Jr.
Mining and Shipping
Cleveland, Ohio

Mr. William Ruger, Sr.
Sturm, Ruger, and Company, Inc.
Southport, Connecticut

Public Affairs Committee

Mr. Keith Schreiner
Fish and Wildlife Service
US Department of the Interior
Washington, D.C.

(Members)

Mr. Thomas G. Somermeier
Beverly Hills, California

Mr. William I. Spencer, President
First National City Bank
New York, New York

The Honorable Ted Stevens
US Senator (Alaska)
Washington, D.C.

The Honorable Steven D. Symms
US Congressman (Idaho)
Washington, D.C.

Mr. Harry L. Tennison
President of Game Conservation International
Fort Worth, Texas

Mr. William Towell, President
American Forestry Association
Washington, D.C.

Mr. Roy Weatherby
Weatherby, Inc.
South Gate, California

Mr. Harmon G. Williams, President
Browning, Inc.
Morgan, Utah

Non NRA Members

Interviewed

Mr. Robert O. Anderson, Chairman and Chief Executive
Atlantic Richfield Co.
Los Angeles, California

Mr. Perry Bass, President
Perry R. Bass, Inc.
Fort Worth, Texas

Dr. Joseph E. Black, Director
Social Sciences
Rockefeller Foundation
New York, New York

The Honorable Philip K. Crowe
Easton, Maryland

Former Ambassador to Norway and
Denmark

Mr. John Crutcher, Director
Bureau of Outdoor Recreation
Department of the Interior
Washington, D.C.

Mr. Roy Cullen
Cullen Foundation
Houston, Texas

Mr. Dave Duval
Grubb and Ellis
Denver, Colorado

Mr. Greg Farrell, Director
Fund for the City of New York
Ford Foundation
New York, New York

Mr. Charles Gates
Gates Rubber
Denver, Colorado

Mr. Frank G. Huntress
Huntress Bottling Co.
San Antonio, Texas

(Non NRA Members)

Mr. John Justin, President
Justin Industries
Fort Worth, Texas

Dr. Don Kesselheim
Experiential Educator
Colorado Springs, Colorado

Mr. Bill Liedtke, President
Pennzoil
Houston, Texas

Mr. G.J. Livaudais, Jr.
Mereaux, Louisiana

Mr. John J. McGuire
Chief of US Forest Service
Department of Agriculture
Washington, D.C.

Mr. Edmund McIlhenny Jr.
McIlhenny Tobasco Sauce
Avery Island, Louisiana

Mr. Peter Matthiessen
Author, Naturalist
New York, New York

Mr. Edward Meyer, Jr., President
Kenneth Ives and Co. (Realtor)
New York, New York

Mr. Allen Mossberg
O.F. Mossberg and Sons, Inc.
North Haven, Connecticut

Mr. John Murchison
Partner, Murchison Brothers
Dallas, Texas

Mr. Joe Nold, President
Colorado Outward Bound School
Denver, Colorado

(Non NRA Members)

Mr. Arnold Petty, Assistant Director
Bureau of Land Management
US Department of Interior
Washington, D.C.

Mr. John Phelps, President
International Association of Game,
Fish and Conservation Commissions
Salt Lake City, Utah

Mr. James Pulliam
Fish and Wildlife Service
US Department of Interior
Washington, D.C.

Mr. Fred Pullman
Northern Trust Co.
Chicago, Illinois

Mr. John Reynolds, President
Sky Lift
Stamford, Connecticut

Board, Outward Bound

Mr. Jon Roush, Executive Vice President
The Nature Conservancy
Arlington, Virginia

Mr. Bill Simmons
McIlhenny Tobasco Sauce
Avery Island, Louisiana

Mr. Charley Stetson, President
Mainstreet Foundation
Southport, Connecticut

Mr. Myron Stolp, President
Bushnell Optical Co.
Pasadena, California

Mr. Bert Summers
Public Relations Director
Adolph Coors Brewery
Golden, Colorado

Mr. Lowell Thomas, Sr.
New York, New York

(Non NRA Members)

Mr. Pete Vanderker, Chairman
American Sportsman Club
Denver, Colorado

Mr. Richard A. Viguerie
Richard A. Viguerie, Inc.
Falls Church, Virginia

Fund Raising Consultant to
NRA Institute for Legislative
Action

Mr. Gene Weed
The Film Factory
Hollywood, California

Produced public service spots
for the NRA

General William Westmoreland, USA (Ret.)
Charleston, South Carolina

Individuals Responding to Written Questionnaire*

Mailed June 10, 1976

Dr. Herbert M. Aitken, M.D.
Eau Claire, Wisconsin

Board Member
High Power Rifle Committee

Mr. Wallace C. Dayton
Dayton Hudson Corp.
Minneapolis, Minn.

The Honorable John Dingell
U.S. Congressman
Washington, D.C.

Board Member
Hunting and Conservation
Committee

Mr. Robert W. Johnson
Richmond Heights, Missouri

Mr. Artie Joss
Keeline, Wyoming

Member

Mr. Fred LeLaCheur
Salmon, Idaho

Member

Mr. Robert Paris
Dawson Springs, Kentucky

Mr. John R. Powers, Jr., Vice President
Daisy Division
Comptometer Corp.
Rogers, Arkansas

Mr. William Sikorski
Rockford, Illinois

Member

Mr. Henry A. Spalding
Hazard, Kentucky

Board Member
Executive Committee
Vice Chairman, Finance Committee
Management Review Committee

* Responses continue to come in and will be helpful if a campaign is launched.

Appendix III

DIRECT MAIL PROGRAM

In recommending an initial mailing to the NRA membership to finance the first year's major gifts campaign, OIC proposes that an initial 100,000 pieces be mailed as a safe-guard test to ascertain whether the results live up to our expectations.

These expectations are calculated, in part, on the results obtained by the Richard Viguerie Company in their initial mailing (March, 1975) to 87,000 members of the NRA, wherein a 21% return was realized with an average gift of \$14.92 -- producing a gross income of \$299,000; and upon the continuation mailing to 685,257 NRA members wherein a 26% return was realized with an average gift of \$13.96 -- producing a gross income in excess of \$2,000,000.00

Overwhelming responses such as to this issue on gun legislation come only from gut issue appeals -- which this was. We cannot, in good conscience, predict that a mailing for the Outdoor Center will elicit the same dramatic response.

We estimate that a mailing to the NRA membership for the Outdoor Center will elicit a 7% -- 8% return. It may be better, but we do not want to raise expectations beyond what reasonably can be expected. However, we expect that the average gift to the Outdoor Center will remain at \$14.00 or thereabouts. As gifts to the Center are tax-deductible, it is quite conceivable that the average gift will be higher than \$14.00.

In mailing a test of 100,000 pieces (pre-supposing a successful 8% response and an average gift of \$14.00,) 8,000 gifts would result

in a total income of \$112,000. This income, or something close to it, minus costs, will pay for the test mailing, and will pay for a continuation mailing to the balance of the membership.

If the continuation mailing of 1,000,000 NRA members elicits the same 8% response and \$14.00 average gift, 80,000 gifts would result for a total income of \$1,120,000. This is certainly sufficient seed money with which to enter the campaign.

If the NRA decides that a direct mail campaign to the membership will be overly competitive with the mail campaign being conducted for the Office of Legislative Affairs (OLA) we can merely point out that if the membership is not to be asked to give, there is no sense in seeking an outside Chairman. For the first question that will be asked is, "How is it possible to seek funds outside the NRA if the membership is not asked to contribute?"

It may well be that members who have contributed to the OLA campaign will not contribute to the Outdoor Center (if, in fact, these particular members are interested only in the legislative activities of NRA). But we cannot and should not presuppose the members' other interests. Furthermore we know that in general, people who give once are people who are inclined to give twice, or even more frequently.

Dr. C. R. Gutermuth is convinced that a large number of NRA members like himself have little sympathy with present legislative policies but will be quite willing to support a major conservation program, and that many others will support both appeals.

We agree. And further we believe that we must utilize the

membership list to find a basis of support within NRA other than the mail. At present the Center is so far from reality that it would take a considerable act of faith on the part of many clubs (hunting, gunmen, sporting, etc.) to dedicate a day or a weekend to a fund-raising activity. But as the Center is publicized and becomes a popular program of the NRA, such special fund-raising events will become eventual realities.

We recognize, of course, that this is an internal matter to be decided within the NRA Board. However we urge the NRA not to cut off a major portion of its most lucrative resource for the Outdoor Center.

Estimated Budget

The estimated budget for the test mailing of 100,000 pieces is \$10,925.00. This includes Oram International's fee of \$20 per thousand names mailed or a total fee of \$2,000 plus \$8,925.00 in direct costs (designing and printing of brochure and letter, purchase of outside and reply envelopes, all lettershop charges, and postage at the non profit rate of 1.8¢ each).

Oram International's fee of \$2,000 to conduct this test mailing would include the following:

- a) Defining (with NRA's assistance) the most compelling aspects of the Outdoor Center prior to writing fund-raising copy.
- b) Researching and writing the copy for one or more letters and brochures (if two good approaches are apparent, we might test Package "A" against Package "B")
- c) Designing the entire package including photo selection, art and supervising printing.

- d) Supervising all aspects of the mailing from conception to actual mailing
- e) Evaluating results at an interim period and submitting a report
- f) Evaluating final results and submitting a detailed report and analysis

Items (e) and (f) above will require that the NRA provide to OIC copies of all contribution receipts that result from this effort so that we can evaluate the names for possible future involvement in the campaign and for major gift solicitations.

The estimated budget for the continuation mailing to the remaining 1,000,000 members is \$72,250.00 in direct costs plus Oram International's fee of \$20,000 (based on \$20.00 per thousand names mailed). Thus the total investment in the continuation mailing would be \$92,250, and the grand total of the investment for the two combined efforts would be \$103,175.00.

A detailed budget will be provided if the direct mail campaign is approved. It should be noted, however, that this budget is calculated exclusive of the cost of receiving postage-due mail containing contributions and exclusive of the cost of a lock box if this is desired by NRA (as opposed to having the mail receiving department handle this additional incoming mail).

In contracting with vendors, OIC acts as agent for the NRA and all bills are sent directly to the NRA for payment after having first been approved by OIC. In no case is OIC responsible for the payment of the bills of any of its clients.

This is an appropriate point to call special attention to the second purpose of this mailing. The first is obvious -- it will raise the necessary seed money to finance the initial effort. The second purpose is to learn who among the membership are interested in the Outdoor Center and to begin compiling a list of potential large donors or campaign leaders. With a membership as large as that of the NRA, a direct mail effort is the simplest and least expensive way to accomplish this. In effect, a mailing to NRA's entire membership soliciting funds for the Outdoor Center will serve as a meaningful membership opinion survey.

And if the membership is not prepared to support a campaign for an Outdoor Center, there can be no campaign.

Appendix IV

BEQUEST PROGRAM

Unlike most membership organizations, the NRA does not have an active bequest program. Bequests to membership organizations frequently comprise a considerable portion of their income. Some receive as much as one-third to one-half of their income from this source.

It is therefore reasonable to expect that if a tactful but aggressive bequest campaign were directed to the NRA membership, substantial income would result and increase over the years.

A bequest program for the NRA Outdoor Center will prove far more successful than any conducted directly for the NRA, as the Center qualifies for tax-deductibility as a 501 (c) (3) organization. Members who leave bequests directly to the NRA, which is not itself tax-deductible, cannot do so without having their estates severely penalized.

We believe that a substantial percentage of the NRA membership are people who will be responsive to such a program. We base this upon (1) NRA's enviable renewal percentage which indicates a pervasive loyalty which can have results beyond life and (2) the fact that most people who support conservation efforts are committed people who care about the quality of life that they will pass on to their children.

Other organizations set up Bequest Committees composed of lawyers, bankers, accountants, and tax experts who may be called upon to advise potential donors on how to structure their estate plans. We recommend that NRA immediately follow suit and establish a solid Bequest Committee to ensure that it taps this potential source of sizable income systematically.

The primary objective of such a committee and program would be to encourage long-term support of the NRA Outdoor Center. To achieve this, the Committee must be prepared to make its share of personal calls on those who have expressed interest and/or have the potential for substantial giving.

A bequest campaign can be launched simply and relatively inexpensively. First the groundwork must be laid in the form of publicity. The NRA should consistently publicize the Center in its two monthly publications, The American Rifleman and The American Hunter so that the membership will become more familiar with the various concepts that go into making up the Outdoor Center.

The first step, after the groundwork has been laid, is to direct a mailing to the members. Initially the mailing should be directed to the Life Members and other top categories of membership.

Clearly such a letter is more compelling to the recipient if the signer of the letter can state that he or she has placed the NRA Outdoor Center in his or her will.

To give the bequest program even greater visibility, we would recommend that The American Rifleman and The American Hunter carry in all of its future issues, a coupon or card inviting bequests. Its reappearance in issues over the months and years will reinforce periodic bequest mailings.

The NRA should not be deterred by the fact that a bequest campaign does not result in spendable income immediately. The tangible results of such a program will increase over the years. Major results of such a campaign are not usually apparent until a period of four to five

Appendix V

GOVERNMENT FUNDING PROGRAM

Because of the time constraints imposed on this study, it was not possible to conduct a comprehensive search to uncover all or most of the federal programs which might benefit the Outdoor Center. The following agencies were visited by O.I.C. personnel: U.S. Forest Service, U.S. Fish and Wildlife Service, and the Bureau of Outdoor Recreation.

A. U.S. Forest Service:

This agency is not in a position to provide funds to the Outdoor Center for forestry research or for any forest related management practices. However, the Outdoor Center may qualify for technical assistance from the Public Involvement, Environmental Education, and Cooperative Outdoor Environmental Programs Division.

This division is sponsoring an environmental education program which features training courses for teachers and resource people. The idea behind this kind of training is to put participants in situations where skills and techniques are developed through their own involvement in the learning process, rather than have them sitting back passively, listening as in a lecture situation. This program fits in well with one of the stated goals of the Outdoor Center, to provide leadership training.

B. U.S. Fish and Wildlife Service:

This agency has four areas of potential support for the Center.

1. Technical Assistance Program:

This program is intended primarily to foster intergovernmental cooperation in fish and wildlife management.

years. Berea College, one of our clients, has built up an endowment of nearly \$70,000,000 based almost exclusively on bequests. See Exhibit E for Berea Deferred Giving Summary.

On the other hand, some results will be in evidence long before five years has passed, as has already been shown during the short period of this study. Two persons interviewed (one in person and one responding to the written questionnaire) stated their intent to leave significant sums to the Outdoor Center in their wills. One of these stated a dollar amount of \$250,000.

While it is not possible for the Center to qualify for any direct funding through this program, it is possible to receive some technical assistance for fisheries development, waterfowl management, and endangered species restoration.

2. Federal Aid for Fish and Wildlife Restoration:

All monies in this program are allocated to the states. Each state can use its share for a wide variety of fish and wildlife conservation projects, including research. It may be possible for scientists engaged in research at the Outdoor Center to contract with the State of New Mexico to undertake certain kinds of studies. Additionally, NRA hunter safety instruction courses may also qualify for money under this program.

3. Office of Biological Services (OBS) :

If the Outdoor Center should concern itself with conservation demonstration projects in the following areas: strip mined land reclamation, water conservation and water allocation, it is possible that research funds may be available from OBS. All funds for research are awarded through the federal procurement process or through the submission and approval of unsolicited proposals.

4. The Endangered Species Program:

There is a strong possibility that should the NRA build a museum on the Center property, the U.S. Fish and Wildlife Service would be willing to supply a large number of endangered species pelts, products, etc. for an endangered species exhibit.

C. Bureau of Outdoor Education (BOR) :

The Outdoor Center may qualify for aid from the Land and Water Conservation Fund which is administered by BOR. Money from the Fund may be used for such things as land aquisition, construction of outdoor recreation facilities, hiking trails, etc. No money is

available for enclosed recreation facilities or for construction of buildings of any kind.

In order to qualify for Land and Water Conservation Fund money, the Center's facilities must be open to the public. Because BOR allocates all of the Fund's monies to the individual states, application for assistance must be made to the State of New Mexico.

BOR is also in a position to provide expert technical assistance to the Center in the field of recreation planning. A large staff of recreation planners is located in nearby Albuquerque. Because of its close proximity, this group is thoroughly familiar with the country around Raton and could be most helpful in any future planning efforts.

Other inquiries by O.I.C. personnel revealed that several agencies have programs which may benefit the Center. In the areas of environmental and science education, both the National Science Foundation and the Office of Education have programs of interest. The Bureau of Land Management may be of assistance in the area of land lease or exchange, should any BLM lands exist in the vicinity of Raton.

Since the NRA has already entered into an agreement with the U.S. Soil Conservation Service, no inquiries were made of this agency.

O.I.C. feels that, with a qualified staff of scientists, the Outdoor Center could qualify for federal funds available for applied research in the environmental and life sciences. Most of this money -- some \$2.01 billion was spent for these categories of research in fiscal 1975 -- is available through the federal procurement process. These research monies could be used to support graduate research under the supervision of an NRA staff scientist or visiting scientist from a cooperating university. Such research contracts could also provide some overhead money

for the Center.

Finally, should the NRA decide to employ the most innovative on-site energy production methods and energy conservation design principles for the Center's proposed facilities, funds for demonstration projects may be available from the Energy Research and Development Administration and/or the Department of Housing and Urban Development.

Appendix VII.List of Persons Not Yet Interviewed

Most of the people on this list received a letter requesting an appointment, but because of time pressures, travel schedules, unavailability of telephone numbers, or other reasons, they have not yet been seen. If a campaign is launched we will endeavor to see all of these people.

Mr. Steven Ailes
Washington, D.C.

Mr. Robert Albritton
Sarasota, Florida

Mr. Charles E. Allen
Hyattsville, Maryland

Mr. Richard Andreotti
San Francisco, California

Dr. Nathan R. Arenson
Gulf Breeze, Florida

Mr. Roone Arlidge
President, ABC News
New York, New York

Mr. Ray Arnett
Stockton, California

Mr. Nelson R. Anderson
Stevensville, Michigan

The Honorable John Ashbrook
U.S. House of Representatives
Washington, D.C.

Mr. Ben Avery
Phoenix, Arizona

Mr. Gerald C. Bain
Crowley, Texas

The Hon. Howard H. Baker, Jr.
U.S. Senator
Washington, D.C.

Mr. Kenneth E. Be Lieu
Alexandria, Virginia

Mr. Richard Bass
Dallas, Texas

Mr. H.L. Bechtholol
Grand Junction, Colorado

Mr. C.J. Bender
Chairman, Trinity Steel Company
Dallas, Texas

Mr. Gordon Bess
Canon City, Colorado

Mr. L.E. Bieber
Grass Valley, California

Mr. Clarence Borck
Farmington, Michigan

Mr. Albert Bostwick
Westbury, New York

Mr. Carl E. Braun
Windsor, Vermont

Mr. E.H. Boullioun, President
Boeing Commercial Airplane Co.
Seattle, Washington

Mr. Dee BremPELL
Hollywood, California

Mr. Ronald Brightenburg
Long Beach, California

Mr. Edward W. Brooks
Washington, D.C.

Mr. Mike Bruss
Toledo, Ohio

The Hon. James L. Buckley
U.S. Senator
Washington, D.C.

Mrs. Alice Bull
Seattle, Washington

Mr. Ordway P. Burden
Mt. Kisco, New York

Mr. Philip H. Burdett
President, Remington Arms Co.
Bridgeport, Connecticut

The Honorable Earl Butz
Secretary of Agriculture
Washington, D.C.

Mr. Glen Campbell
Hollywood, California

Mr. Robert Carpenter, Jr.
Montchanin, Delaware

Ms. Frances Caves
Altes, Oklahoma

Mr. Billy B. Chapman
Shawnee Mission, Kansas

Mr. Gaines Chesnet
Denver, Colorado

Mr. John Chlanda
Greeley, Colorado

Mr. F. Bob Chow
San Francisco, California

Mr. Jack Cole, President
Grande Domain Retreats
Lincoln, Nebraska

Mr. Donald A. Collins, Sec'y.
The Allegheny Foundation
Pittsburgh, Pennsylvania 15222

Mr. Mike Connors
Los Angeles, California

Mr. Neil Cooking
St. Petersburg, Florida

Mr. Lamot Dupont Copeland
Wilmington, Delaware

Mr. James Croisant
Humboldt, Kansas 66748

Mr. Jack Crockford, Chairman
National Waterfowl Council
Atlanta, Georgia

Col. Henry Crown
Chicago, Illinois

Mr. William R. Davidson
Alamosa, Colorado

Mr. Al Decker, Chairman
Black and Decker Tools
Towson, Maryland

Mr. Sam K. De Loach, Jr.
Portland, Oregon

Mr. Harry Dent
Anaheim, California

The Honorable John H. Dent
U.S. House of Representatives
Washington, D.C.

Mr. Gaylord Donnelley
Chicago, Illinois

Mr. James Drury
Studio City, California

Mr. Harry Duncan
Long Beach, California

Mr. William K. duPont
Greenville, Delaware

Mr. Thomas Edling
West Columbia, Texas

Mr. S.F. Ehrich
Lynchburg, Virginia

Mr. Mike Epstein
San Jose, California

Mr. James H. Evans
New York, New York

Mr. Keith Evans
Carmel, California

Mr. Mark Farner
Fenton, Michigan

Mr. Roger Fawcett
New York, New York

The Hon. Hamilton Fish, Jr.
U.S. House of Representatives
Washington, D.C.

Mr. William Clay Ford
Grosse Pointe Shore, Michigan

Mr. Robert Fuller
North Hollywood, California

General James Gavin
Cambridge, Massachusetts

Mr. Wayne E. Glenn, V.P.
Continental Oil Company
Stamford, Connecticut

Mr. Arthur M. Godfrey
New York, New York

The Hon. Barry M. Goldwater, Jr.
The House of Representatives
Washington, D.C.

Mr. John Goodhart
Laureldale, Pennsylvania

Mr. Curt Gowdy
Wellesley, Massachusetts

Mr. Buddy Hackett
Beverly Hills, California

Mr. Thomas R. Haiy
Redding, California

Mr. Walter Hargis
Talkeetna, Alaska

Mr. Ray Herzog
Chairman of the Board, 3M Company
St. Paul, Minnesota

Mr. William Hillenbrand
Connersville, Indiana

Mr. Barron Hilton
Chicago, Illinois

Mr. J.W. Hornady, President
Hornady-Pacific
Grand Island, Nebraska

Mr. Fred Hunington
President, R.C.B.S., Inc.
Oroville, California

Mr. J. Jelks
Elgin, Arizona

Mr. Paul Jeter
Houston, Texas

The Hon. Albert W. Johnson
U.S. House of Representatives
Washington, D.C.

Col. Charles R. Johnson, Jr. (Ret.)
San Antonio, Texas

Mr. E.M. Johnson
Salem, Oregon

Mr. Shelby Johnson
Fortuna, California

Mr. D.L. Kalfas
Freemont, California

The Hon. Robert Kasten
U.S. House of Representatives
Washington, D.C

Mr. Everett Kennedy
Benton, Kansas

Mr. Paul Kuhn
Fostoria, Ohio

Mr. Lee L. LaCombe
Memphis, Tennessee

Ms. Sue Ann Langdon
Hidden Valley, California

Mr. Carl V. Lynn
Williamsport, Pennsylvania

Mr. David Maytag
Van Nuys, California

The Hon. James A. McClure
U.S. Senator
Washington, D.C.

Mr. George McCullough
Pittsburgh, Pennsylvania

The Hon. Lawrence P. McDonald
U.S. House of Representatives
Washington, D.C.

Mr. Sanford N. McDonnell, Pres.
McDonnell Douglas Corporation
St. Louis, Missouri

Mr. C. J. McElroy
Tuscon, Arizona

Mr. John McWilliams, Jr.
Chairman of the Board
Colonial Penn Group, Inc.
Philadelphia, Pennsylvania

Mr. Edward J. Malone, Sr.
Vice President, Marketing
Colonial Penn Group, Inc.
Philadelphia, Pennsylvania

Mr. Laverne Mattern
Marion, Iowa

Mr. Richard P. Mellon
Pittsburgh, Pennsylvania

Mr. L.C. Merchant
Grand Rapids, Michigan

Mr. Martin Miller
Mont Belview, Texas

Mr. Frank J. Morelli
Price, Utah

Mr. David Morris
Minnetonka, Minnesota

Mr. Henry Mudd
Los Angeles, California

Mr. Jan Mueller
Northville, Michigan

Mr. Maynard Murch
Cleveland, Ohio

Mr. Charles Murphy, Jr.
El Dorado, Arkansas

Mr. John Musser, President
General Service Foundation
Minneapolis, Minnesota

Col. Nathaniel C. Nash
Marblehead, Massachusetts

Mr. Richard Nelson
Bellevue, Washington

Mr. Walter Nelson
Hayward, California

Mr. Wilbur Nichols
Independence, Missouri

Mr. E.B. Nisbet
Morrisville, Vermont

Mr. W.C. Ohneck
Kelchikan, Alaska

Mr. James O'Neil
New Orleans, Louisiana

Mr. Dale Patterson
Springfield, Illinois

Mr. George Perkins, Jr.
New York, New York

Mr. Slim Pickens
West Lake Village, Calif.

Mr. Charles L. Pinney
Los Angeles, California

Mr. John Pirie, Jr.
Chicago, Illinois

Mr. Jack Prager
Sanford, Florida

Mr. Joe A. Price
Eugene, Oregon

Mr. Jack Real, Director
The Transportation Group
Las Vegas, Nevada

Mr. Richard D. Reeve
Anchorage, Alaska

The Hon. H.L. Richardson
Sacramento, California

General Matthew B. Ridgeway
Pittsburgh, Pennsylvania

Mr. Dale Robertson
Calabasas, California

Mr. W.A. Roberts
Bartlesville, Oklahoma

Mr. Roy Rogers
Apple Valley, California

Mr. Tony Roman
Whittier, California

Mr. Kermit Roosevelt, President
Kermit Roosevelt Associates, Inc.
Washington, D.C.

Mr. C.E. Rowe, Jr., President
Harrington & Richardson, Inc.
Gardner, Massachusetts

Judge Bartlett Rummel
Eatonville, Washington

Mr. Grant Sanborn
Twin Falls, Idaho

Mr. Guy Schaffer, Group V.P.
Colt Industries
New York, New York

Mr. Harold Scharnhorst
Bishop, California

Mr. Arnold Schmidt
Charter Oak, Iowa

Mr. J.H. Sharon
Kalispell, Montana

Mr. P.L. Shumaker
Columbus, Ohio

The Hon. Robert L.F. Sikes
U.S. House of Representatives
Washington, D.C.

Mr. Frank L. Sinatra, Jr.
Snyder, New York

Mr. Robert Six
Beverly Hills, California

Mr. J.V. Slack, V.P.
Leopold & Stevens, Inc.
Beaverton, Oregon

Mr. Ellis W. Smith
Maryville, Tennessee

Mr. Raymond G. Speer
Lewiston, Idaho

The Hon. Floyd D. Spence
U.S. House of Representatives
Washington, D.C.

Mr. Don Spencer
Clay, Louisiana

Mr. Leonard R. Spencer
Fairbanks, Alaska

The Hon. Harley O. Staggers
U.S. House of Representatives
Washington, D.C.

Mr. Elvis Stahr
The Audubon Society
New York, New York

Mr. Maurice Stans
Phoenix, Arizona

Mr. Robert W. Stoddard
Chairman and Director
Wyman-Gordon Co.
Worcester, Massachusetts

The Hon. Olin E. Teague
U.S. House of Representatives
Washington, D.C.

Mr. William Paul Thayer
Chairman, LTV Corporation
Dallas, Texas

Mr. C. L. Thomas
Raeford, North Carolina

Mr. Lowell Thomas, Jr.
Anchorage, Alaska

Mr. Melvin A. Traylor, Jr.
Wilmette, Illinois

The Hon. Bob Traxler
U.S. House of Representatives
Washington, D.C.

Mr. David True
True Oil Company
Casper, Wyoming

Mr. James W. Walter
Chairman, Jim Walter Corp.
Tampa, Florida

Mr. John Wayne
Beverly Hills, California

Mr. W.R. Weaver
El Paso, Texas

Mr. Peter Weir
New York, New York

Mr. Kenneth Wells
Burgess, Virginia

Mr. Phillip M. Wertheimer
Longview, Washington

Dr. Orian C. Westbrook
Houston, Texas

Mr. George R. Whittington
Amarillo, Texas

Mr. Ed Williams
Trivoli, Illinois

Mr. Hank Williams, Jr.
Nashville, Tennessee

Mr. Charles Erwin Wilson, Jr.
Birmingham, Michigan

Mr. Philip K. Wrigley
Chicago, Illinois

The Hon. Milton R. Young
U.S. Senator
Washington, D.C.



EXHIBIT A

NATIONAL RIFLE ASSOCIATION OF AMERICA
INCORPORATED 1871

1600 RHODE ISLAND AVENUE
WASHINGTON, D. C. 20036

OFFICE OF THE
EXECUTIVE VICE PRESIDENT

May 6, 1976

Mr. Charles E. Wilson
184 Pierce Street
Birmingham, Michigan 48011

Dear Mr. Wilson:

As you know, the National Rifle Association has provided more than \$3 million for land acquisition and engineering studies to create a new NRA Outdoor Center near Raton, New Mexico. It is proposed that this 37,000-acre tract be developed into a wildlife conservation area with complete facilities for academic training and demonstration of the basic principles of natural resources management. The Center also will provide a vast natural expanse where lovers of nature and the outdoors can share a variety of recreational and educational experiences.

In this undertaking, the NRA envisioned a Center that would guarantee to future generations wholesome outdoor recreation in a healthy environment. It conceived a gathering place for all with common interests -- a place for work, for play, but specially a place to learn, to understand, and to grow closer to nature.

While the NRA will build and operate modern target shooting facilities, the Center will focus on conservation education. It is a concept in which the land, the animal and plant life on it, and the training and research facilities are integral parts. It is an appropriate and worthy undertaking for this more than one-million-member-organization in its second century of service to America. The total project is estimated to cost around \$30 million -- \$10 million to be raised in the first phase of our campaign. Accordingly, we have engaged the Oram International Corporation of New York City to conduct a comprehensive feasibility study.

We need to know who among our members and friends will provide leadership and to what extent we can rely upon nationwide support from corporations and foundations.

We are extremely interested in securing your views and suggestions on this important project. The Oram representative will be telephoning you for an appointment. It is hoped that you can find time for this essential interview. Your opinions and input, together with that of other leaders throughout the country, are vital to the completion of this feasibility study which our Executive Committee will consider in its June meeting.

I will be grateful for your assistance. Please call me if you have any questions.

Sincerely,

Maxwell E. Rich
Major General (Ret.)
Executive Vice President

MER/jm

NATIONAL RIFLE ASSOCIATION OF AMERICA

Publishers of THE AMERICAN RIFLEMAN

1600 Rhode Island Avenue, N.W.

• Washington, D. C. 20036



783-6505

May 3, 1976

Mr. Maurice Stans
15114 North 40th Street
Phoenix, Arizona 85018

Dear Maurie:

As you know, the National Rifle Association has provided more than \$3 million for land acquisition and engineering studies to create a new NRA Outdoor Center near Raton, New Mexico. It is proposed that this 37,000-acre tract be developed into a wildlife conservation area with complete facilities for academic training and demonstration of the basic principles of natural resources management. The Center also will provide a vast natural expanse where lovers of nature and the outdoors can share a variety of recreational and educational experiences.

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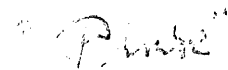
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We are extremely interested in securing your views and suggestions on this important project. The Oram representative will be telephoning you for an appointment. It is hoped that you can find time for this essential interview. Your opinions and input, together with that of other leaders throughout the country, are vital to the completion of this feasibility study which our Executive Committee will consider in its June meeting.

I will be grateful for your assistance. Please call me if you have any questions.

Sincerely,



C. R. Gutermuth
Past President

CRG/jm

EXHIBIT B

NRA OUTDOOR CENTER

A STATEMENT OF PURPOSE

The National Rifle Association of America has purchased 37,000 acres of land near Raton, New Mexico to create a unique "NRA Outdoor Center" which will be a large comprehensive facility for public enjoyment and the training of career workers and leaders in natural resource conservation and outdoor education. It will be an outstanding area where all those interested in conservation, nature interpretation, competitive shooting and outdoor education will gather for sport and leadership training. A primary purpose is to develop a national center that will provide elaborate accommodations for outdoor use that are not available elsewhere. At least \$3 million has already been expended.

It will be a center where people of all ages will come for intensive one to four week courses in backpacking, outdoor survival training, wilderness camping, competitive shooting, controlled hunting, hunter safety programs and camp crafts.

Educational programs will involve working with professionals in the development of curriculum programs, cocurricular recreational shooting programs and formal competitive programs. Seminars and outdoor education workshops are the vehicles by which this will be accomplished. This type of professional education relationship was established with the American Alliance for Health, Physical Education and Recreation twenty years ago. The workshops have continued to increase in number. NRA and the Outdoor Education Project of AAHPER have recently gone into a new relationship in the co-sponsorship of State Education Shooting Sports Pilot Programs in eight states. The necessity for teacher training for these programs emphasizes the need for suitable facilities at the Outdoor Center.

There will also be training schools for volunteer instructors who will give safety and marksmanship instruction throughout the country. Instructor training for Police Firearms Instructors will have a major place in the program.

Because of the size and character of the land at Raton, the Center is an ideal place for advanced research in natural resource problems. Conservation projects will be the central focus of the "College of the Outdoors", where research and demonstration projects will be carried out to show how such precious resources as wildlife, soil, water and vegetation can be conserved and enhanced in the semi-arid environment of New Mexico and other western states. A great variety of wildlife is present in the area. Thus research opportunities are almost unlimited.

By entering into cooperative programs with universities, governmental agencies and other conservation organizations, the Center will become a Mecca for highly qualified graduate students to conclude their research in the following fields: soil and water conservation, range management, forestry, fish and wildlife management and related subjects. A number of universities already have agreed to participate in educational programs and the U.S. Soil Conservation Service is cooperating in land treatment and wildlife habitat improvement on the site.

In an effort to increase the educational and demonstrational opportunities, the NRA hopes to develop a cooperative relationship with adjacent landholders to provide the largest private outdoor conservation laboratory in the world. It is anticipated that the area will attract the finest graduate students throughout North America.

To properly develop the Research and Demonstration part of the Center, all of the potential physical facilities required to study the ecological problems related to wildlife will be built. The buildings will provide housing offices, classrooms, laboratories, and a complete library. Feeding pens and experimental food plots for wildlife will be provided.

The Research site also will serve as the focal point for abbreviated courses of instruction for such organized groups as Future Farmers, 4H Clubs, Boy Scouts, Girl Scouts and Campfire Girls. In this way, knowledge of sound wildlife management and conservation practices will be disseminated among the nation's youth, while they enjoy the many outdoor activities available on the property.

An in-depth program of instructor training in hunting and fishing skills will also be inaugurated. This will consist of seminars in hunting safety, game identification, field dressing, bow hunting techniques, shooting preserve management and related activities.

Leadership training courses also will be offered in wilderness survival. This will include programs in winter survival and desert survival according to the seasons. There will be courses in the skills required for wilderness hiking and camping which stress harmonious use of natural areas.

The Center will have a School for guides and outfitters and will provide complete programs of instruction on all of the kinds of services and talents that they are expected to provide.

In order to carry out this extensive education and training program a Training Center will be required. The Training Center will consist of housing and food service facilities, classrooms with complete audio-visual capability, and an assembly room for group

meetings and recreation. Family camping facilities will also be a part of the Training Center in order to accommodate families who want to combine a low cost vacation with an NRA training experience. The Center will include provisions for recreational programs for women, special programs for children and nursery facilities.

A major highlight of the Center will be the installation of the world's finest shooting ranges. Conventional American and international-type rifle and pistol ranges will be provided for both scheduled events and for instruction in all types of shooting. The Center will serve as a major training location for teams of marksmen selected to represent the U.S. in international competition. Specialized ranges are planned for benchrest shooting, muzzleloaders and air guns. International type running board, and Mexican silhouette ranges will be available. There will be trap, skeet and mini-trap fields, a crazy quail walk, and an experimental hunter's course of fire also is planned. For the bowman there will be conventional and field archery ranges.

Focus of the Center's activities will be the Visitors Center, which includes a meeting place for students, visitors and participants in the various events and activities.

There will be numerous meeting rooms in which to hold symposia and seminars for scientists, students and other individuals interested in outdoor recreation and natural resource conservation. Plans call for rooms to house several hundred people, restaurant facilities and a museum of Americana and historical shooting memorabilia.

It will take approximately \$30 million to complete the construction of the entire "NRA Outdoor Center" and its elaborate facilities. This ambitious undertaking can be built only with the help of NRA members and friends who are committed to this broad concept and to leadership training that will help to ensure a better understanding of the outdoors and the role of the hunter sportsman in wildlife conservation. Tax deductible gifts will make the Center a reality.

A gift of \$2,500,000 will build the entire Visitors Center.

A gift of \$1,250,000 will start the "College of the Outdoors," or build the High Power Rifle Range.

A gift of \$750,000 will build the Smallbore Rifle Range.

A gift of \$500,000 will build one of the following:

Firearms Museum, Natural History Museum, Pistol Range or the necessary classrooms for the Competitive Center.

- A gift of \$365,000 will build the entire Research and Demonstration Center.
- A gift of \$325,000 will build all of the Skeet and Trap Fields.
- A gift of \$250,000 will build the Shooters Hall of Fame.
- A gift of \$150,000 will build three units of Family Staff Housing.
- A gift of \$100,000 will build the Outdoor Classrooms and Exhibit Areas or Metallic Silhouette Ranges.
- A gift of \$75,000 will build the Outdoor Swimming Pool.
- A gift of \$50,000 will build the Archery Ranges.
- A gift of \$25,000 will build the Wildlife Holding Pens.
- A gift of \$15,000 will build the Entrance Gate.
- A gift of \$5,000 will build 50 Primitive Camping Sites or the Old Santa Fe Trail Marker.

Sample gift opportunities outlined above can be designated as a memorial to a loved one or as an honorial to a living individual or to a corporation.

Tax deductible contributions are payable to NRA Special Contribution Fund, 1600 Rhode Island Avenue, N.W., Washington, D. C. 20036.

1. What is your relationship to the National Rifle Association?
How did your interest come about?

2. If you are a Member, please indicate length of membership.

3. What aspects of the NRA appeal to you most, or give you the most pleasure?

4. Given the information you have about the proposed NRA Outdoor Center at present, (see enclosed Statement of Purpose), how interested in it are you and what aspects interest you most?

5. The total fund-raising objective, over a 7 year period, is \$35 million dollars. The goal for the first stage of a campaign, if entered into, would be \$10 million. Which of the components of the Center do you consider priority for fund-raising? Why?

6. Assuming a total first phase dollar objective of \$10 million, to succeed, a lead gift of approximately \$2.5 million would be required. Two gifts at the level of \$1 million would be required, 4 gifts of \$500,000, 6 gifts of \$250,000 and 10 gifts of \$100,000 would also be required.

Do you have personal access to individuals, corporations or foundations capable of giving at these levels, or who have direct access to funds at these major levels?

If so, would you provide us with their names and addresses on the next page, and indicate whether or not you would assist in securing an appointment?

QUESTIONNAIRE -- NRA OUTDOOR CENTER

7. Do you have any suggestions as to prospects even though you do not have personal access?

8. Who do you think should be asked to lead this campaign? (By this we mean well known and respected leaders in the corporate community, in politics or in show business or in sports).

9. Where does the NRA (and especially the proposed Outdoor Center) rank among your civic and philanthropic interests?
 Would you lend your name to a special committee for fund-raising purposes?
 Would you work in a campaign as your time permits?

10. If a campaign for the Outdoor Center becomes a reality, would you personally contribute? Would your corporation contribute? In what range (if known at present)?

11. Is there any special aspect to which you would want to contribute, or might your gift be unrestricted?

12. Would you care to make any additional observations?

Please return this completed questionnaire to:

Oram International Corp.
 1826 Jefferson Place N.W.
 Washington, D.C. 20036

THANK YOU

Name _____

Address _____

Telephone Number _____

Signature _____

EXHIBIT DRobert O. Anderson

born: 1917 - Chicago, Married: Barbara Phelps, 1939. Univeristy of Chicago, 1939. Children: Katherine, Julia, Maria, Robert Bruce, Barbara Burton, William Phelps, Beverly. Chairman and Chief Executive Officer Atlantic Richfield Co., 515 Flower St., Los Angeles, Calif. 90071. Home: P. O. Box 1000, 612 No. Kentucky Ave., Roswell, New Mexico 88201. Lincoln County Livestock Co. - Owner; University of Chicago - Trustee; Diamond A. Cattle Co. - Chairman; First Chicago Corp. - Director; Carter Hawley Hale Stores Inc. - Director; Lovelace Foundation - Chairman; Century Club, New York; California Club, Los Angeles; Aspen Institute for Humanistic Studies - Chairman; International Institute for Environment and Development - CoChairman; Eisenhower Exchange Fellowship Inc. - Chairman; California Institute of Technology - Trustee; University of Denver - Trustee.

Perry Richardson Bass

born: 1914 - Wichita Falls, Texas, Married: Nancy L. Muse, 1941. Children: Sid R., Edward P., Robert M., Lee M. Yale University, 1937. President Perry R. Bass, Inc., Fort Worth Narional Bank Building, Fort Worth, Texas 76102. Home: 45 Westover Rd., Fort Worth, Texas 76107. Sid Richardson Carbon and Gasoline Co. - Chairman; Bass Brothers Enterprises, Inc. - Director; Bass Explorations, Inc. - Director; Bass Broadcasting Co. - Chairman; Bass Brothers Telecasters, Inc. - Chairman; Sid W. Richardson Foundation - Director; Texas American Bancshares Inc. - Director; Allegheny Airlines, Inc. - Director; Wells Fargo Mortgage Investors - Trustee; Boys Inc. of America - Director; Delbasin Corp. - Director; California-Windsor Co. - Director; Don & Sybil Harrington Foundation - Director; Bass Foundation - President and Director; Valarian Brothers - Partner; 640-Leisure, Ltd. - Partner; Annie R. Bass B Trust -Trustee; Perry R. Bass Trust - Trustee; Mary Courts Burnett Trust - Trustee; Tandy Corporation - Director; Edward P. Bass A Trust - Trustee; Fort Worth Club, Rivercrest Country Club, Ridglea Country Club, Petroleum Club.

August Adolphus Busch III

born: 1937 - St. Louis, Missouri, Married: Susan Marie Hornibrook, 1963.
 Children: August Adolphus IV, Susan Marie II. Univeristy of Arizona, 1957-59, Siebel Institute of Technology, 1960-61. President, Chief Executive Officer and Director, Anheuser-Busch Inc., 721 Pestalozzi St., St. Louis, Missouri, 63118. Home: Fordyce Lane St., St. Louis, Missouri, 63124.
 First National Bank - Member Advisory Board; St. Louis Union Trust Co. - Member Advisory Board; Lianca Cont. Corp. - Director; St. Louis National Baseball Club - Director; Wharton School, University of Pennsylvania - Member Board of Overseers; Boy Scouts of America - Member Executive Board; St. Louis University - Member Pres. Council; St. Louis Symphony - Director; Manufactors Railway Company - Director; National Center for Resource Recovery - Director; St. John's Mercy Medical Center - Member Pres. Council; United States Brewers Association - Chairamn (Environmental Affairs Committee); College of William and Mary, School of Business Administration - Director; Racquet Club, St. Louis Club.

William C. Liedtke, Jr.

born: 1924, Married; grad. Amherst College, LL.B. University of Texas. Liedtke & Liedtke - Managing Partner; Zapata Petro Corp - Director; Stetco Petro Co. - Executive Vice President; Pennzoil Co.- President, Director; United Gas Corp. - Director; Duval Corp. - Director; Penngard Association, Bank of Texas, Houston. Address: Southwest Tower, Houston, Texas 77002.

DEFERRED GIVING
SUMMARY

EXHIBIT E

| Year | Bequests* | | Annuities** | | Pooled Income** | | Trusts** | | Revocable Gifts | | Life Estates** | |
|-----------|-----------|---------------------|-------------|----------------|-----------------|----------------|----------|----------------|-----------------|-----------------|----------------|-----------------|
| | # | Amount | # | Amount | # | Amount | # | Amount | # | Amount | # | Amount |
| 1968-1969 | 36 | \$ 1,444,975 | 2 | \$116,651 | 1 | \$ 14,112 | 1 | \$ 17,354 | | | | |
| 1969-1970 | 35 | 1,456,385 | 4 | 66,500 | 1 | 7,300 | 2 | 593,056 | | | | |
| 1970-1971 | 47 | 3,112,501 | 2 | 6,500 | 1 | 8,023 | 2 | 427,250 | | | | |
| 1971-1972 | 40 | 1,288,778 | 7 | 120,248 | 10 | 129,350 | 3 | 112,000 | | | | |
| 1972-1973 | 39 | 2,338,437 | 11 | 293,074 | 5 | 47,921 | 1 | 97,550 | | | | |
| 1973-1974 | 29 | 3,021,199 | 16 | 126,809 | 7 | 101,583 | 1 | 25,200 | | | | |
| 1974-1975 | <u>40</u> | <u>1,323,448</u> | <u>44</u> | <u>152,009</u> | <u>9</u> | <u>101,325</u> | <u>2</u> | <u>641,550</u> | <u>1</u> | <u>\$31,818</u> | <u>1</u> | <u>\$45,000</u> |
| Total | 266 | <u>\$13,985,723</u> | 86 | \$881,791 | 34 | \$409,614 | 12 | \$1,913,960 | 1 | \$31,818 | 1 | \$45,000 |

*Number of bequests equals number of bequest payments; amount of bequests equals total bequest payments during the year.

**Face amount rather than gift value.