



NRA STATE ASSOCIATION OFFICER'S HANDBOOK

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STATE ASSOCIATION OFFICER'S HANDBOOK

NRA STATE ASSOCIATION GUIDELINES

The National Rifle Association of America BYLAWS (As amended January 7, 2006)

Article III, MEMBERSHIP; Section 4. Affiliated or Participating Organizations; (a) Affiliated Organizations; (1) State Association. An organization in a single state or territory that promotes and supports the purposes and objectives, policies and programs of the National Rifle Association. Membership shall be composed primarily of individuals, clubs, and other organizations of that state or territory. Affiliation as the official State Association shall be by approval of the Board of Directors of the National Rifle Association, and not more than one organization may be so affiliated to represent any one state or territory.

Approved Model for State Association Organization Objectives:

October 3-4, 1981, NRA Board of Directors approved a model to be used as an organization objective for all affiliated State Associations. Such model would contain the following minimum requirements:

- (1) Adopt bylaws that are fully consistent with the purposes and objectives of NRA.
- (2) Maintain fiscal responsibility.
- (3) Maintain a statewide legislative program in coordination with the NRA Institute for Legislative Action (NRA-ILA).
- (4) Maintain a statewide political action committee and electoral program
- (5) Maintain a statewide competition program.
- (6) Maintain a statewide communications program.
- (7) File annually a suitable report with the National Rifle Association to outline such activities.

Approved Operating Policy for State Associations:

April 25-26, 1988, NRA's Board of Directors set the following operating policy for all organization members:



"Officers, members, and employees of organization members may not speak for the National Rifle Association, except when specifically designated and authorized to do so by the NRA on a case-by-case basis."

"A State Association, as part of the duties and responsibilities of being so designated, is expected to uphold the purposes and objectives of the National Rifle Association. It is the duty of both the National Rifle Association and a State Association to communicate and to develop common and mutually agreeable positions for the furtherance of these purposes and objectives, policies, and programs."

"If the governing body of a State Association is not in accord with a National Rifle Association policy or program, this shall be immediately communicated in writing to the NRA Executive Vice President for resolution."

State Association Reporting Requirements:

On February 8-9, 1997, NRA's Board of Directors directed the Executive Vice President to require State Associations to meet the following criteria to remain as state affiliates:

Payment of dues; complete and submit an Annual State Association Report; and provide current bylaws or a written statement that no changes to the bylaws have occurred since the last submission. The Executive Vice President is also directed to provide a spreadsheet at the Winter Board Meetings that highlights the State Associations that have responded to this requirement.



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SECTION I

Washington State Rifle & Pistol Association

ROLE OF THE STATE ASSOCIATION

The purpose of this handbook is to provide you with information you can use to make your state organization grow and prosper. This handbook outlines how the NRA is structured and where to go for assistance as needed.

State Associations are independent, self-sufficient affiliate organizations. Although there are a few minimal guidelines a State Association must abide by, NRA does not dictate policy. NRA is here to provide guidance and support to assist an organization in achieving success.

The relationship between State Associations and NRA is intended to be a partnership, with each benefiting from the other. State Association Officials are encouraged to utilize NRA resources.

As with any relationship, open and frequent communication assists in creating a positive relationship. It is important that State Association Officials, as well as NRA staff, make a concerted effort to establish lines of communication so that each organization is aware of what the other is doing. As a State Official, it is imperative that every effort be made to communicate with NRA staff assigned to your area and vice-versa.

The first line of contact is the NRA Clubs & Associations department. Other contacts include your state's NRA Field Representative, NRA-ILA State Liaison and the Clubs and Associations Liaison. Also available for assistance is any member of NRA's Board of Directors, one or more who may reside in your state. In the event that your state does not have a resident NRA Board Member, as an Association Official you are free to contact any of the seventy-six who sit on the NRA Board, as they represent all NRA members.

State Associations are independent, but of course are closely associated with NRA and, as affiliated organizations, share NRA's objectives. They serve as one of NRA's links to its individual members and clubs within the respective states. State Associations are a valuable resource of information and advice on all NRA activities carried on at the state level. They participate in NRA's programs, and aid in evaluating the effectiveness of current and proposed NRA programs. State Associations typically serve as a training ground for individuals who assume future national leadership responsibilities.

NRA and the State Associations should work together to provide services to firearm owners, protect essential American liberties, and defend the Second Amendment.

Purposes

The purpose of a State Association is to serve its members and the shooters, hunters, gun owners, and 2nd Amendment activists of its state by providing the following services:

1. Organize and maintain a statewide network of contacts with legislators and other public officials, so as to keep such officials informed about the interests of shooting sports enthusiasts and legal firearms owners who reside in that state. Also, the State Association must be prepared to react in partnership with NRA-ILA to any proposed legislation which would impact legal firearms owners and/or enthusiasts.

2. Promote public awareness of the need for public safety, law and order, and the national defense, especially by providing public speakers and a visible presence whenever and wherever possible.
3. Through affiliated clubs, and by means of special statewide programs, train interested persons in marksmanship and the safe handling and efficient use of firearms.
4. Organize and conduct state championship matches and other events to help promote the shooting sports, and help advance the establishment of safe shooting ranges and hunting lands.
5. Promote Hunter Safety programs and the hunting sports.

The specific means by which these objectives are achieved is left to each State Association's leadership.

Organization

A typical association will have a variety of programs and activities, all designed to achieve the general purposes of the State Association. Associations are encouraged to include programs in each of the following areas:

1. Administration
 - a. Develop a well-planned agenda including a budget that will allow the State Association to become financially self-sufficient.
 - b. Organize an active and effective annual members meeting each year, complete with shooting discipline and activity reports, programs and exhibits.
 - c. Establish an office with at least one salaried clerical support person.
2. Communications
 - a. Publish a regular newsletter, digital or printed, at a recommended quarterly frequency.

- b. Establish and regularly maintain a Web site.
 - c. Publish regular member communications through the Association's email list.
- 3. Competitive Shooting Programs
 - a. Sponsor State championships.
 - b. Sponsor youth NRA Competitive Shooting programs.
 - c. Sponsor State teams to the National Matches.
 - d. Support a full NRA competitive shooting program through affiliated clubs.
- 4. Education, Training and Public Services
 - a. Promote home firearms safety programs to the public.
 - b. Promote hunter education programs.
 - c. Promote the NRA basic safety and marksmanship programs.
- 5. Hunting and Conservation
 - a. Assign a permanent liaison to work with the State's Wildlife Conservation Department.
 - b. Maintain good communication with the State Hunter Safety Coordinator.
 - c. Provide a dedicated and active liaison with other pro-hunting and shooting organizations.
- 6. Legislative and Political
 - a. Establish a legislative committee.
 - b. Hire a part-time or full-time lobbyist to work in conjunction with NRA-ILA. Consider tax consequences.
 - c. Build an effective legislative alert system.
 - d. Use the Association newsletter as a medium to keep members informed on legislative matters.

7. Membership
 - a. Develop an effective program for recruiting and retaining members.
 - b. Maintain an up-to-date membership database.
8. Public Relations
 - a. Establish a Public Relations committee.
 - b. Develop an effective media plan to strategize promotional efforts including: emails, website management and social media presence.
 - c. Develop a complete media contact list, augmented by personal contacts and volunteer clipping services.
 - d. Organize a statewide speaker's bureau.
 - e. Set up annual public service events, e.g., sighting-in-days, National Hunting and Fishing Day, Veteran's appreciation.
 - f. Assist affiliated clubs with similar problems encountered at the local level.
 - g. Organize a youth program to include school visits, participation in debates, and promotion of the Eddie Eagle GunSafe® Program.
 - h. Provide assistance in staging competitive shooting events with other local state youth organizations, e.g., 4-H, Boy Scouts, FFA, DeMolay, and JROTC.



Washington State Rifle & Pistol Association



SECTION II

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CORPORATION STRUCTURE

Every association has its own unique needs and perspectives that have resulted in the structure that seemed best suited to that association. However, there are some guiding principles which have a great deal of common applicability, and which should serve as valuable frames of reference to the association's leaders.

Many of the elements of association structure are to some extent dictated or controlled by state law. Before undertaking any substantial revision of your State Association's structure, you should consult with an experienced attorney who is knowledgeable within the area of nonprofit organization law in your state.

Incorporation

Should your State Association be incorporated? This is a normal question raised by most new State Association Officers. While there is no one all-fitting answer to this question, it is safe to say that, in most cases, the answer is "yes."

Any business, range, association or gun club, would be well-advised to incorporate. This advice is equally applicable for non-profit as well as for-profit organizations. Incorporation provides shelter from liability to shareholders, members, officers and directors of the corporation. The general rule is that shareholders, members, officers and directors of a corporation, when acting in good faith and maintaining corporate formalities and acting within the scope of their employment, are usually not personally liable for the debts and obligations of the corporations.

If an organization does not have a formal structure, its members and partners may be subject to collective liability; meaning they may be held jointly and severally liable. This means that, absent incorporation, the individual owners or members of an unincorporated business or association can be held personally liable for debts of the organization. Thus, personal assets can be exposed to creditors claims directed towards the business or association. Therefore, if you are a member of an unincorporated hunting club, potentially, your home, your bank account, and anything else you personally own, may be exposed to claims against the club.

With some exceptions, incorporating the business, association, or club shields the shareholder, owner or member from this type of unlimited liability. The best protection members of an organization have is incorporation, which limits their individual liability. Under general principles of corporate law, individual shareholders or members are usually not liable for corporate debts. This concept of limited liability is one of the main reasons why people incorporate instead of operating a business as a partnership or as a sole proprietorship.

The corporation is also responsible for all debts and obligations incurred on its behalf by its agents, employees, directors or officers. When acting in good faith, on behalf of the corporation and within the scope of their employment, such persons are usually not liable for corporate acts.

Those are the general rules. There are some

exceptions. For instance, in the case of an injury caused by a club member's negligence, that particular individual whose negligent act caused the injury may still be exposed to liability. However, incorporation should shield the other members of the club from liability.

There are also some acts that may cause the corporation to lose its limited liability protection. These are usually extreme circumstances. Under these certain circumstances corporate shareholders, officers, directors, employees or agents may become personally liable. This could occur if the shareholders/members disregard the corporate entity and treat the assets of the corporation as their own, use corporate funds to pay their personal debts, fail to keep separate corporate books, fail to hold members' or directors' meetings, or generally disregard corporate formalities. However, the mere fact that shareholders or members are sloppy in administering corporate affairs is usually not sufficient to warrant the loss of liability protection. Usually there must be some basic injustice involved, such as fraud. One of the worst offenders is commingling personal and corporate funds. Be sure to always keep corporate funds separate from personal funds.

In regard to officers, directors, employees or agents, liability can occur if they are acting wholly outside their scope of employment or authority. In other words, even if you are a corporate officer, the corporate shield will not protect you if you have an accident while on a family vacation in Europe.

Acts of fraud or other torts or misconduct may also expose the particular involved shareholder, member, director, officer, employee or agent to personal liability.

In conclusion, absent the aforementioned extremes, the corporate shield should usually protect the personal assets of the innocent shareholder or member from creditor's claims on the corporation.

Given the advantages of incorporation, it should be done as soon as possible after the association's formation. If your association is currently

unincorporated and has been granted federal tax exempt status, you should consult with an attorney before seeking to incorporate. When an unincorporated tax-exempt entity incorporates, the IRS views it as a new entity being created and a new application for exemption must be filed. If your association's purposes and activities have changed significantly since your original exemption was granted, the IRS may refuse to recognize exemption to a "new" incorporated association. This is one case in which you may decide the risks on incorporated status are justified.

How to Incorporate

Corporate law is a matter of state, not federal, law. The corporation statute in your state's Civil Code, and the administrative regulations passed pursuant thereto, determine the exact requirements of incorporating in your state.

State incorporation statutes usually require that you file Articles of Incorporation with a particular state agency along with a filing fee. When the state agency approves your Articles, you are incorporated. Usually, the only document you need to file in order to be incorporated is the association's Articles.

State corporation statutes require you to also have, but usually do not require you to file, Bylaws and minutes of an organizational meeting of the incorporators or initial Board of Directors.

Thereafter, corporate upkeep is, in most states, quite simple. After incorporation, state law usually requires that the corporation hold and keep minutes of annual Board of Directors' meetings at which officers are elected, and to hold and keep minutes of annual shareholders' meetings at which directors are elected. Again, usually these documents do not have to be filed with any state agency, but have to be kept in your corporate records. A simple one-page form for the minutes, with blanks for the dates and the names that can be filled out each year, will usually suffice. State law also commonly requires you to fill out a corporate statement once a year, which, along with

a minimal annual filing fee, is filed with the state's corporation commission or division.

You should hire an attorney licensed to practice law in your state to incorporate your association. Alternatively, you can request information from the state agency in charge of corporations in your state as to how to incorporate by yourself. The costs of incorporating are usually minimal. Attorneys and law firms have these forms in electronic format and just insert the names and dates. The attorney should draft and file Articles of Incorporation with the appropriate state agency. The state's acceptance of these Articles and the issuance of a Certificate of Incorporation will effectively incorporate the corporation.

The attorney should also draft the corporation's Bylaws, the minutes of the first organizational meeting of the initial Board of Directors and, in the case of a for-profit corporation, the shareholders' offers to subscribe to shares. You should also have the attorney draft the form minutes for the annual board of directors and shareholders meetings. These documents do not have to be filed with the state agency but they do have to be kept as part of the corporation's books.

The attorney, your accountant, or you should then file with the IRS for a tax ID number and apply for the desired tax status.

Please note that in some states the Limited Liability Company, may be a good option. The Limited Liability Company is generally simpler to form and maintain than a corporation but still provides for certain

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Sections II and III of this handbook are presented as guidelines. Read these sections with the understanding that the publisher and the authors do not render any legal, tax, accounting, or other professional advice. Because of the unique laws in different jurisdictions, and the rapidly changing and complex nature of law, information contained in this chapter is not intended, and is not to be taken, as legal advice or as a restatement of law. Furthermore, because of the rapidly changing nature of law, information contained in this chapter should be verified. Users of this publication are strongly urged to seek the advice and counsel of an attorney licensed to practice law in their state to advise on particular federal, state, and local laws, regulations and ordinances, and how they govern and affect that particular parties' conduct. In no event, and under no circumstances, shall the publisher and/or authors be liable for any damages (direct, indirect or consequential) resulting from the use of this publication.

limitations on the owner's personal liability. Please confer with an attorney licensed in your state to see if this organizational form is available in your state, and if so, what rules apply. The Limited Liability Company is usually not appropriate for a state association or a gun club because it does not have a perpetual existence and may dissolve when the owner/managers quit, leave or die.

A well-drafted Articles of Incorporation document should contain:

- The name of the Association.
- The duration of the Association (usually perpetual).
- The purpose of the Association (be sure these conform to tax exemption requirements).
- Broad regulations for internal affairs (details belong in your Bylaws).
- Plan for the distribution of assets upon dissolution.
- The name and address of the registered agent as required by state law.
- The number of Directors, and the names (and sometimes addresses) of the original Board of Directors.
- The names and addresses of the incorporators.

Once your application and Articles of Incorporation have been approved, you will be sent a Corporate Charter by your state. This is an important and valuable document, and should be stored in a safe and secure location.

Other Important Documents

In addition to the Articles of Incorporation (or Articles of Association for an unincorporated association) and your Corporate Charter, there are a number of other important documents that influence and define your association's structure.

Bylaws are the next most important organizational document. Bylaws are meant to be the real

working document of your association and contain a great deal of the operating policy detail, which are intentionally omitted from the Articles of Incorporation. Bylaws are subordinate to Articles of Incorporation, so be sure they are in harmony. The Bylaws should be reasonably difficult to amend, but not so difficult as to encourage the association to ignore flaws and deficiencies.

You will hear references made to Constitution and Bylaws. This is an outdated term, the preferred term now is Articles of Incorporation and Bylaws.

A well-drafted set of Bylaws should contain:

- Purpose and objectives.
- Qualification for membership.
- Membership classifications, if any, and who has the authority to set and change dues.
- The dues structure although never list specific amounts.
- Elected and appointed officers, how they are filled, terms of office, and a brief description of their duties.
- General powers and duties of chief staff executive, if working as a paid employee.
- General information on all membership, committee, and Board of Directors meetings, including how often meetings are held, quorum, who may call meetings, provision for special meetings, etc.
- Voting privileges and procedures.
- Permanent and temporary committees.
- Designation of the corporation seal.
- Designation of the accounting and fiscal year.
- Requirements for an annual audit of the Association's finances.
- Other financial and accounting reporting requirements, as needed.
- Suspension and removal process for officers, directors and members.

- Procedures for amending the Bylaws.
- Procedure for dissolution and the legal disposition of assets at dissolution.

Membership Meetings

The member meetings of your State Association, whether small or large, are one of the most important aspects of your Association's organizational life. They should conform to proper procedure, which should be spelled out in your Bylaws and Policy Manual. (A Policy Manual is a written compendium of all rules and policies established by an association's Board of Directors.)

Customarily, associations hold at least an annual meeting of the general membership at which some general business is transacted. Often these meetings are the place where new board members are elected. Additionally, changes in the Bylaws or other important policy positions of the association are decided at annual membership meetings.

In some associations, Bylaws spell out the order of business at such meetings. Others follow Robert's Rules of Order: Newly Revised Current Edition. Often, parliamentary procedure reference is mandated in the Bylaws. In some cases, the actual site for the meeting is prescribed in the Bylaws.



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When establishing quorum for your membership meetings, be sure that they are realistic in terms of the size of your association and the geographic spread of your membership. It is usually best to specify a finite number, rather than some specified percentage of the total membership. In some cases, state law will provide minimum quorum requirements for membership meetings. If the lack of a quorum at a particular meeting can be proven, all actions taken at that meeting are void. Robert's Rules of Order states that it is the Chairman's responsibility to confirm the presence of a quorum at the beginning of a meeting by having the role called and in this way confirming that there is a quorum present. Of course, once you have affirmatively established the fact that a quorum is present at the beginning of a meeting, you need not re-establish that fact later on unless the question is raised.

State law also often covers the matter of proper notice for membership meetings. You may want to include the notice requirements in your Bylaws in order to be certain that everyone has an opportunity to be familiar with them. In an emergency, notice requirements for meetings can often be waived, either actively by signing an express waiver of notice, or passively by failing to object within a reasonable amount of time. Notice provisions are important, because courts have held that if a member did not receive proper notice of a meeting, no actions taken at the meeting can be held binding on that particular member.

Association Board of Directors

The main instrument of policy formulation and the development of your association's structure is the Board of Directors. They operate at the hub of a wheel whose spokes are the association's members, the various committees of the association, association staff, if any, and various outside forces such as the news media, government, and the general public.

Far too many associations fail to utilize their Board of Directors in the most effective manner. The Board

must be thought of and see itself to be a policy making body. To put it another way, the Board is responsible for determining what to do, and the members are responsible for determining how to do it.

In many cases the association is financially unable to provide for paid staff so the Board is called upon not only to set policy, but also provide the leadership and manpower to carry it out.

Effective uses of an association's Board of Directors are:

- To deliberate and establish policy.
- To stimulate creative thinking and problem solving through an exchange of ideas.
- To provide a forum for the representation and discussion of differing points of view.
- Plan for expected and crisis situations before those matters come before the general membership.

The process which individuals are selected for service on the Board of Directors should be spelled out in the Bylaws. Most associations elect the Board from the general membership, and most provide for term rotation at staggered intervals, to be certain that all directors do not leave the Board at the same time. In addition, some associations limit the length of service.

You will have to consult your state's law for verification of these recommendations and any additional requirements or restrictions on Board service and selection procedures. At a minimum, your Bylaws should specify:

1. The term length of a director.
2. Total number of directors on the Board, qualifications for eligibility to serve as a director, e.g., age, length of membership, and class of membership.
3. Method for filling vacancies that may occur (Check state laws).

4. Procedures for suspension and/or removal of directors.
5. An outline of the powers and duties of the Board.

Some guidelines for the selection of individuals to serve on an association Board have been compiled, which include:

- Must have a strong interest in the Association, e.g., be known as an Association booster.
- Must have the time necessary to serve effectively.
- Should be in reasonably good health.
- Must display a genuine interest in the advancement of the group as a whole, not just themselves, or the interests of a particular subgroup.
- Must be able to stand criticism well and also the limelight.
- Must be willing to step down gracefully when the time comes to do so.
- Must be willing to work smoothly with staff.
- Must have a firm belief in, and commitment to, the group decision-making process.
- Should be an effective communicator, especially verbally.

One aspect of association Boards that receives little attention, is their powers, duties, and the associated liabilities that arise out of those powers, or in certain cases, the failure to exercise them.

It should be understood that the Directors' powers are managerial, not legal. The legal power of the association is vested in the corporation itself. The Board exercises the power of the corporation, but does not own it. Therefore, they are held to somewhat different standards than might be the case in a for-profit corporation's Board. It is interesting to note that the courts have held that in most ordinary matters, the power of the Board is superior to that of the membership as a whole. Only in the most

fundamental matters of association policy and structure is the will of the membership absolutely supreme.

The obvious reason for this position is that the Board is selected as representatives of the entire membership, and is held to a much higher standard of responsibility than can possibly be applied to an individual member participating in a mass meeting.

Limiting Potential Liability at Your Organization

NRA affiliated associations may have a high liability risk.

The first thing an organization should do to limit potential liability is incorporate.

After incorporation, organizations tend to turn to release and waiver forms. By requiring participants or members to sign a release and waiver for any liabilities, organizations think they are covered. However, depending upon state law, some courts may not enforce such releases or certain aspects of such releases. The law on this subject varies from state to state.

Perhaps the most important and foolproof way to limit liability is to obtain insurance.

Insurance coverage is needed to protect the assets of associations and their directors and officers, shooting ranges and businesses that might be associated with ranges such as on-site food service establishments or gunsmiths. Some state associations and clubs operate gun shows as a funding source, and coverage is offered for those endeavors, too.

NRA affiliated associations, gun clubs, hunting clubs and ranges may purchase the following insurance policies through the NRA's insurance administrator, Lockton Affinity:

- **Liability Insurance**—Coverage for an association or club on owned or leased premises.
- **Property Insurance**—Property coverage to protect assets against fire and theft.

- Firearms Instructors Liability—Plans for nonprofit and for-profit instructors.
- Gun and Hunting Club Insurance—Property, liability, workers compensation, and more.
- Business Alliance Insurance—Complete business insurance coverage.

Read on to learn about other available policies.

Directors and Officers Insurance

Volunteers who serve as directors or officers in state associations and clubs are at personal risk from lawsuits stemming from their non-paid volunteer activities. This coverage not only provides funds for legal representation in the event of litigation (including malicious and frivolous lawsuits), but also for payment of judgments levied against directors and officers because of those legal proceedings.

Gun Show Insurance

With the potential of an accident or injury during an event, any group operating a gun show needs Gun Show Liability Insurance to prevent dire financial jeopardy.

Liability Insurance—Negligence

In general terms, just because someone has been injured does not mean that someone has to pay the injured party. To find the defendant liable, there must be a finding that the defendant was negligent or failed to act reasonably.

To be protected against a claim of negligence, consider obtaining a good all-risk liability policy. It is advisable to secure an amount of liability insurance coverage that will fully protect the organization.

These insurance policies, administered by Lockton Affinity, have been designed as another benefit for NRA members. For more information, visit mynrainsurance.com or call (877) 672-3006 (option 3).

This program is administered by Lockton Affinity, LLC d/b/a Lockton Affinity Insurance Brokers, LLC in California License #0795478. Coverage may not be available in all states and is subject to actual policy terms and conditions. Policy benefits are the sole obligation of the issuing insurance company. Coverage is provided by an excess/surplus lines insurer which is not licensed by or subject to the supervision of the insurance department of your state of residence. Policy coverage forms and rates are not subject to regulation by the insurance department of your state of residence. Excess/surplus lines insurers do not generally participate in state guaranty funds and therefore insureds are not protected by such funds in the event of the insurer's insolvency. Sponsor may receive a royalty fee for the licensing of its name and trademarks as part of the insurance program offered. Not available in New York or Washington.

Release and Waiver

Another way to limit an organization's liability is to require participants or members to sign a release and waiver for any liabilities. However, depending upon state law, some courts may not enforce such releases or certain aspects of such releases. The law on this subject varies from state to state. You should have an attorney licensed to practice law in your state draft a release and waiver that comports with your state law.

You may also want to post written disclaimers, prominently displayed at the range, stating that people who enter the range and take part in activities at the range, do so at their own risk. You may want the disclaimer to also state that the range shall not be responsible or liable for lost or stolen items or items left behind. Again, some courts may not enforce such disclaimers.



SECTION III

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FEDERAL TAX SYSTEM

Tax Status

The issue of taxes in the context of organizations is somewhat more complex than is the case with individual taxes, but there are many similarities. The primary form of taxation is income tax. Nonprofit organizations have an opportunity to exempt themselves from paying the federal income tax. The procedures for doing so are not complicated, but require attention to detail, and the advice of an experienced attorney or tax practitioner.

Under the provisions of the Internal Revenue Service, there are multiple categories of organizations that are permitted to exempt themselves from paying the federal income tax. If your state association is not tax exempt, it should be.

You start the process by filing an application for exemption with the IRS and also with your state tax agency. You can obtain the appropriate forms from the IRS and your state's tax agency. An attorney or accountant will be able to assist in the selection of the proper exempt classification and preparation and filing of the required IRS and state documents

and forms. Please note that it is not required that you incorporate to obtain tax-exempt status.

We will concern ourselves with only three of the IRS' categories: Section 501(c)(3), Section 501(c)(4), Section 501(c)(7) organizations. More than 95 percent of State Associations will fall under either 501(c)(3) or (4) categories. Shooting ranges or clubs may find the 501(c)(7) recreational club category more in line with their activities.

Section 501(c)(4) organizations include civic leagues or social welfare organizations. Churches, educational institutions, and charities such as The NRA Foundation, are 501(c)(3) organizations.

The big advantage of Section 501(c)(3) status is that all contributions to such organizations are deductible on the donor's tax return. This encourages support for the organizations. A secondary benefit is the savings from favorable postage rates, and other tax relief from state and local jurisdictions.

There are serious drawbacks to this status, however. The requirements to obtain the status are greater. The reporting burden on such organizations is more substantial and the degree of accountability of the Officers and Directors is often much larger. Finally, there are many restrictions on the activities in which such organizations may engage. The most important restriction, for a typical State Association, is that legislative activity is almost completely prohibited for a 501(c)(3) organization, and political (that is, electoral) activity is completely prohibited.

DISCLAIMER

Sections II and III of this handbook are presented as guidelines. Read these sections with the understanding that the publisher and the authors do not render any legal, tax, accounting, or other professional advice. Because of the unique laws in different jurisdictions, and the rapidly changing and complex nature of law, information contained in this chapter is not intended, and is not to be taken, as legal advice or as a restatement of law. Furthermore, because of the rapidly changing nature of law, information contained in this chapter should be verified. Users of this publication are strongly urged to seek the advice and counsel of an attorney licensed to practice law in their state to advise on particular federal, state, and local laws, regulations and ordinances, and how they govern and affect that particular parties' conduct. In no event, and under no circumstances, shall the publisher and/or authors be liable for any damages (direct, indirect or consequential) resulting from the use of this publication.



Most State Associations would not qualify as 501(c)(3) organizations. But, the unique advantages of the tax status can be obtained by starting a State Association Foundation. The foundation can share officers and directors with the parent association. The parent association can derive various tax benefits on the services it provides to the foundation. This is not a simple undertaking, and the State Association is strongly advised to investigate the pros and cons thoroughly with an experienced tax attorney before endeavoring to set up a 501(c)(3) foundation. The advantages are significant and worth looking into.

The other category of exempt organizations is the 501(c)(4) organization. These are non-profit organizations that may incur income in excess of expenses in operations. Most State Associations would qualify for this status. The National Rifle Association is a 501(c)(4) organization.

Section 501(c)(4) organizations must not be organized for profit and must be operated exclusively for the promotion of social welfare. This means that the organization must be primarily engaged in promoting in some way the common good and general welfare of the community. Non-profit organizations affiliated with NRA have successfully used one or more of the following activities as a basis for claiming 501(c)(4) status: (1) participation in the Civilian Marksmanship Program; (2) conducting NRA hunter safety courses, basic marksmanship courses and sighting in days as a public service; (3) sponsoring a junior shooting club to promote firearms safety education and marksmanship training; (4) permitting use of the club's shooting facilities by other community groups, such as police departments, National Guard, Boy Scouts, etc.



Donations to a 501(c)(4) organization are not deductible to the donor. However, donors wishing for a tax deduction could make their donations through an affiliated 501(c)(3) organization as discussed above. The corresponding benefit to the (c)(4) status is that there are fewer restrictions placed on the association's political activities. Generally, (c)(4)'s cannot obtain the type of preferential postal rates, or state and local tax treatment available to 501 (c)(3)'s, providing an excellent reason to establish a 501(c)(3) affiliate.

If social activities such as a range or shooting club are the primary purpose of an organization, you should file for an exemption as a social and recreational club under Section 501(c)(7) of the Internal Revenue Services Code. Section 501(c)(7) exempts from federal income tax of clubs organized for pleasure, recreation, and other nonprofitable purposes, substantially all of the activities of which are for such purposes and no part of the net earnings of which inures to the benefit of any private shareholder.

State law and regulations concerning state income taxes vary from state to state. Although a club's exemption from federal income tax is sometimes recognized for state income tax purposes, and in some states the requirements follow the pattern of federal regulations, in others there are different criteria, and in most cases you must apply for and receive tax exempt status from your state tax agency also.

In addition to income tax, there are a variety of other state and local taxes, such as sales and use taxes, property taxes, and employee withholdings. Although your club may obtain exempt status from both federal and state income taxes, this does not mean that the club is exempt from state and/or local property taxes or from collecting and remitting state and/or local sales and use and withholdings taxes.

For instance, a state sales tax may be applicable to sales of goods and services by your club, such as shooting supplies, food, clothing, etc. In some states only the sale of goods is taxed; in other states both the sale of goods and of services is taxed. There is usually an exemptions section in the state Sales and Use Tax law that exempts a variety of goods and services from taxation. Consult your tax attorney or accountant in regard to the sales and use tax laws, regulations, rules and exemptions in your state and local jurisdiction.

If your club has employees, it must comply with federal, state and local laws that require the withholding of taxes. Generally speaking, the club will be obligated to withhold federal and state income taxes from employee wages, and pay FICA taxes on such wages as well. A tax attorney or accountant will be able to assist you in complying with these laws and in establishing accounting procedures for handling these matters.

Commercial or for-profit business are not able to claim tax exempt status.

One disadvantage of being a corporation is double taxation. Here is what happens: A corporation is taxed when it has income. Then, when the organization passes on some of its earnings to the employees or owners in the form of salaries or dividends those earnings get taxed again.

If your business or club is for profit, and you want to avoid this double taxation, you may want to apply for Subchapter S status. Subchapter S status allows earnings to be passed through and only taxed on one level, thereby avoiding the problem of double taxation. There are certain requirements that have to

be met in order to be eligible for Subchapter S status, but if you are a small business you should be eligible.

Associations wishing to obtain recognition of their tax exempt status must file an application with the Key District Director of the Internal Revenue Service for the district in which their headquarters or main place of operation is located. This application is submitted on MS Form 1023. The address of the Key District director for your area may be obtained by calling your local IRS office. They should also be able to provide you with the necessary forms.

More than 90 percent of the applications for exemptions are approved at the district level. Once the application is approved, the IRS will issue a determination letter. This letter is an important organizational document and should be stored safely and retained as long as the association exists.

If your application is denied, there are a number of avenues of appeal. Consult with your tax advisor as to which path would yield the best results.

Once your association receives tax-exempt status, there are certain reporting requirements that must be met. For each year in which the association has gross receipts of \$25,000 or more, you must file an information return on Form 990 with the IRS. If your organization does not meet this threshold figure, no report is required.

If your association has income derived from activities the IRS determined are unrelated to your exempt purpose, you will have to pay income tax on that income, using Form 99-T. Unrelated business income is revenue received from such activities as renting your association's mailing list, selling advertising in your publications, renting space in a facility your organization owns (if not wholly owned by the association, without a mortgage), and any activities outside the sphere of activities which make up the primary purpose of your association.



SECTION IV

Louisville Rifle & Revolver Club

MEMBERSHIP DEVELOPMENT

Members are the life blood of an association. But, as the leader of your State Association, you already know that. Simply put, without members there is no State Association. So, give excellent service and programs to your existing members, actively solicit new members, and always examine what you can do better to meet their future needs.

Recruitment

Always keep the member's interests in mind when conducting a membership recruitment/retention program. Every member is continuously asking, "What are the benefits of being a member in this association?" If they decide that the benefits are not worth the investment in either time or money, they will cancel their membership.

Steps to Take

The first question to answer is: Who are our current members? You need to know what kind of person is already a member of your State Association. What are

their primary interests? Is it competition, legislation, hunting, or leisure shooting? Where does this typical member live? Approximately how old are they? What type of work do they do? The answers to these types of questions may be obtained by a carefully prepared random survey or through data collection on the membership application. However you gather the information, the important point is to know why your current members joined, and why they remain members.

The second question in your market analysis should be, “Who are our prospects?” The first group of prospects is made up of individuals who are most like your existing membership, but who are not members. They will probably join for the same reasons your existing members joined.

The second group of prospects is made up of individuals with slightly different interests than the first, but who logically should be a part of your association. For a State Association that is primarily composed of competitive shooters, the hunting community may be the majority of this second group of prospects. Other likely categories include gun collectors, muzzleloading enthusiasts, and shotgunners. To attract these prospects, you may need to add new programs or services, or at least promote existing programs or services in ways that appeal to their specific interests.

Once you have identified your prospects, you can segment your recruitment efforts to appeal directly to each distinct group of prospects.

After you develop a clear picture of the market, and your association’s position in it, you should move to the second step—analysis of your association’s services and benefits.

To determine what a member is worth to your association, you must calculate all of the revenue that the average member generates, multiplied by the average number of years that a member remains active. The average number of years of membership can be determined by examining the association’s membership rolls or dues records.

In your calculations, be sure to include revenue other than mere member dues, such as profits on the purchase of fraternal items, match fees, and program attendance fees. This average annual revenue total, when multiplied by the average tenure, may yield a surprisingly large sum. For example:

Dues	\$20.00
Match fees	5.00
Patch fees	4.00
Annual meeting	1.50
Total/Year	30.50
Average tenure, five years....	\$30.50
.....(x) 5	
TOTAL	\$152.50

Knowing the total figure might allow you a bit more flexibility in spending money to recruit an average member. It also points out the importance of member retention, since a member that repeatedly joins and leaves costs more to the association.

It is equally important to determine the per-member cost for all of the services provided to the membership, and allocate overhead and administrative expenses evenly among the entire membership. For example:

Newsletter printing & postage	4.00
Member services (decal, card, etc.).....	4.00
State Championship Match costs	2.50
General administration	1.50
National Match Team costs.....	5.00
TOTAL	\$17.00

In this example, the association spends \$17.00 of the member's \$20.00 dues the first year. On the surface, it would appear that they could spend up to \$3.00 to recruit the member. However, \$4.00 is spent on initial member services and will most likely not recur

in subsequent years, except for such instances as issuing new membership cards upon renewal. Also, our calculation showed that the average member was worth \$30.50 per year in revenue. Therefore the association could actually spend between \$3.00 and \$13.50 to recruit a new member if the base calculations are valid.

Making these calculations gives you, the State Association Officer, the information necessary to decide how much should be spent to recruit new members. It would not hurt to be conservative in your estimates, and you may find it desirable to obtain professional help in planning your program, but it is important to know the true cost and true worth of your members before beginning any type of recruitment program. Your calculations may reveal that your dues structure is faulty, or your costs exceed the amount brought in by dues meaning your association is actually depending on additional revenue from other sources for its financial health.

After gathering preliminary information, the next phase is determining the planning and organizing activity that will culminate in the launching of your recruitment program.

One factor that may influence your approach is the billing system used by your association. Some organizations have shifted to an anniversary dues cycle in which members are billed on the anniversary of their joining. Since the single renewal system may hinder a membership drive campaign, an incentive may be required such as adjusting initial dues to cover a longer period of time.

You should establish clear goals for your membership promotion efforts. You cannot know how well you've done unless you have a goal, so be sure to set one that is reasonable and attainable, but sufficiently challenging to serve as a motivator in your activities.

Also, a detailed plan for membership promotion will help your recruiting efforts. You may want to keep the planning responsibility within the Board of Directors, or you may wish to have a separate membership committee to work out the details, with the Board

retaining authority over the budget and the overall thrust of the program. Membership committees are often helpful because those that serve on them broaden the base of ideas and experience and can afford to devote their full attention to the specifics of the membership-recruiting program.

Many organizations favor the annual membership drive as their prime method of membership recruiting. But the most successful organizations also view membership recruiting as a year-round process. Your membership development efforts should not just be one time a year.

Associations can be creative with their approach towards member recruitment. For example, one association used a Western theme for its promotion, with members organized into committees, charged with rounding up new members. Another group had recruitment teams organized using a get-rich-quick/oil well theme.

Whatever your approach, make sure to combine all other promotional efforts, such as direct mail, Website, email, and telemarketing, using the theme you have chosen. The unified identity of the theme campaign approach can make a good program even better. If possible, offer prizes and recognition to your top recruiter. Prizes need not be lavish or expensive, but should recognize the recruiter's effort.

Henry County Gun Club



There are many recruiting techniques available. Financial considerations, available people, time, and the number of prospects you need to reach will all influence your selection. The five primary membership recruitment techniques used by most associations are person-to-person, direct mail, Websites, email and telemarketing. More than one technique is generally used since a combination approach usually provides significantly greater returns.

Person-to-Person

Person-to-person recruiting is when one individual gets another to join. Satisfied members are always your best salespeople, and the act of selling others on membership in the State Association reinforces their own commitment. Individuals are less likely to resist an appeal that comes from a fellow shooter and gun owner. Person-to-person is probably the least expensive way of recruiting, and an incentive or competition can turn more of your members into salespeople.

Direct Mail

Direct Mail is the method most often chosen by larger associations, or associations with larger groups of prospects to reach. Direct Mail allows you to target your messages to the special interests of each group. Since it involves few people, control is easier, and you are able to take full advantage of existing resources, such as mailing lists and brochures. Direct Mail also lends itself well to record keeping, so it is easy to determine which appeals were successful, and which groups proved to be the best prospects.

There can be drawbacks to Direct Mail, especially for the smaller organization. It does require a significant investment for printing, postage, list rental, and so on and the return on investment could be minimal.

NRA continues to allow State Associations to have their membership information mailed to NRA members in the association's state when the costs of said mailing are borne by the State Association.

Samples of proposed mailings must first be submitted to the Clubs, Associations and Range Services Department and an NRA-approved mail house must be utilized.

Website

When you get down to raw numbers, more people visit your website than attend your meetings. That is why a well-designed, easy to navigate website is vital for any association. Built correctly, it can be used to promote your group, pay dues, recruit new members, provide information and lobby local or state governments. If a member has the time and talent to build and maintain your site, please use them. But just because they can build a website doesn't mean they can build a good website. Surf the web, build a list of sites you like, and ask your member if they can create something similar. If not, you may have to hire a professional – they can be found locally or online. Tell them what you want, ask for an estimate, a time table, and drafts of the proposed pages. NRA State Association Grants can be used to defer some of the costs. Just remember to give people a reason to visit your site. Examples include an association update, coupons from a retailer, photos from a recent hunt, event, or competition, or the latest firearms related news. If you give them something new every two or three days, people will keep coming back.

Email

Building an email database is essential for any club or association. Why? Because emails are a great way to rally support, update members, and raise funds. The first place to look is your membership list. If an email address is not required on your membership form then make it required. Offer a giveaway on your website if the user supplies their name, phone number and email address. (*Check local/state laws for giveaway promotions*). Send out a monthly newsletter. Members often forward such items to friends and family. If they like what they read, they will subscribe as well. Any excuse to grab an email address should be welcomed.

If your club needs funds, is being threatened by rezoning, or wants to address pending local or state legislation, urging your members to respond via email is a quick, effective tool.

NRA State Associations have access to emailing NRA Clubs and members in their respective states at no cost. Simply submit the proposed email to NRA Clubs and Associations at clubs@nrahq.org for consideration.

Telemarketing

The use of the telephone as a tool for marketing membership can be a very effective technique. It restores the element of personal contact that Direct Mail lacks, and it offers many of the positive reinforcement values for present members that are encountered in the Person-to-Person technique.

The publication of the National Do Not Call Registry in 2003, has changed the way organizations use telemarketing in their business. If you use telemarketing, it is your responsibility to stay up-to-date on federal Do Not Call list laws as well as the Do Not Call laws in each state you call. Violations of the regulations can result in serious fines for your association. The laws regarding telemarketing do have exceptions that make it possible for organizations to still use telemarketing as a valuable recruitment tool. For instance, there are established business relationship provisions allowing for organizations to call a consumer with whom it has such a relationship even if the consumer's number is on the Registry. It is best to consult your attorney regarding any questions about telemarketing laws. For information about a particular state's laws, you may also contact the state attorney general's office.

There are drawbacks to using a Telemarketing approach. In addition to the significant time involved, you must provide training and support materials to your telephoning volunteers and you will most likely encounter objections in recruiting volunteers for telemarketing efforts.

Additional Recruitment Methods

- Advertisements with tear-off applications in various shooting, hunting or collecting publications.
- Exhibits and displays at events such as gun shows, National Hunting & Fishing Day events, shooting matches and hunter safety clinics.
- Counter displays with applications placed in gun shops, sporting goods, hardware stores, game checking stations, and places where hunting licenses are sold.
- Membership promotion emphasis in the association's own publications urging members to recruit new members.

Retention

It does an association little good if newly recruited members drop out after the first year's membership. Because the biggest expense is getting the member, the association must count on having the member stay in for the planned amount of time to recover its investment. Furthermore, a disillusioned member who resigns after the first year can be a powerful negative voice among the prospect community, hampering future recruiting efforts. Retention programs must command the same high priority given to your recruitment campaigns.

Research into why members don't renew their membership has uncovered a list of seven key reasons for non-renewal:

- The member has moved.
- Member is no longer interested in association programs.
- Disenchantment with association objectives or services.
- Economic pressure.
- Member has a change of business profession.
- There was no original legitimate interest.
- Failure by leadership to involve the member.

One possible retention tool is to send letters to expiring members 30 days prior to and 30 and 60 days after expiration. The letter should consist of language that states that the member has undoubtedly simply forgotten to renew their membership and this letter is a friendly reminder. The letter should also incorporate a list enumerating the benefits of membership and upcoming association events.

Another tactic might be to offer a small extension in the dues for a reduced price, for example 18 months of membership for the price of a year or 14 months. But, in the event your members do not renew, communicate with them and find out why then move forward and try to not repeat the same mistake twice.

Membership Growth Mailing Worksheet

This worksheet is designed to help State Association Officers develop a plan, with related cost estimates, for a membership growth mailing. There can be no return guarantee however, as each membership growth mailing will generate a different percentage return of new members. You should also understand that direct mailing programs do incur considerable costs that may or may not be recovered. However, a well-planned promotional package, combined with consistent follow through, should result in a 3 to 5 percent return, providing an increase in members and an improved financial base for the association.

The underlying concept of any membership growth activity should be that new memberships generate funds and influence for the association. This, as well as the inclusion of an additional pool of volunteer workers, will enable the association to further expand programs, which in turn helps attract and retain new members.

The date of a membership mailing can be significant. Certain periods of time have been identified as more successful, including the periods shortly after Labor Day but well before Thanksgiving, and from February to the middle of April.

Select Target Groups

1. NRA Members (Identify Type)
2. NRA Clubs (Identify Type)
3. Firearm Dealers
4. Other Organizations:
 - a. Schools
 - b. 4-H
 - c. National Skeet Shooting Association
 - d. National Muzzle Loading Rifle Association Chapters
 - e. Boy Scouts of America
 - f. Single Action Shooting Society
 - g. International Practical Shooting Confederation
 - h. Law Enforcement Groups

Select Promotional Methods

1. Brochure
2. Website Design
3. Email Blast
4. Social Media
5. Postcard Mailing
6. Letter to Members
7. Mailings tailored to a Target Group
8. Other

Calculate Mailing Costs

Cost to Enroll Each New Member

1. Letter
2. Membership Card
3. Envelope
4. Postage
5. Decal
6. Administration and Supplies

NRA Membership Mailing Procedures

1. Primary requests for a membership mailing to NRA members in a state are to be submitted to the NRA Clubs, Associations Department in writing or via email at clubs@nrahq.org. Submissions should include a sample of the copy that is to be included in mailing.

2. Upon NRA approval, contact the NRA-approved vendor that will process the mailing and negotiate a mutually agreeable contract.
 - a. Navistar Direct Marketing
4612 Navistar Dr
Frederick, MD 21703
Telephone: 410-291-2131
Email: deenaloudon@navistardirect.com
<http://www.navistardirect.com/>
3. NRA State Association Grants may be obtained for membership growth programs. The State Association can decide whether to employ NRA mailing lists or one of its own choosing. The State Association must complete the required grant application form, returning it to the Clubs, Associations and Range Services Department. It is then routed to the NRA Clubs & Associations Grant Subcommittee for consideration and approval. Deadline for this program is August 1 each year.

Applications are available online at
<https://stateassociations.nra.org/>

Suggested Planning Calendar for Mailing

1. Identify need for activity.
2. Decide a target-mailing date.
3. Decide on a target group.
4. Estimate costs and income.
5. Identify and evaluate funding sources.
6. Draft promotional materials.

If using the NRA mailing list:

7. Send final copy of mailing to NRA for approval.
8. Ship final copy to approved vendor.
9. Negotiate cost and timeline with vendor.
10. Process new memberships!



SECTION V

NRA Staff Photo

RECRUITING AND UTILIZING VOLUNTEERS

The Ongoing Relationship with Volunteers

Volunteers represent a commodity that is always in great demand within organizations, and one that is too costly to use just once. It is best if your volunteers are available for multiple projects, to make the most from your training and recruitment efforts. As a fairly small minority of the total membership generally performs the vast majority of the productive work, you must try to avoid tiring your volunteers by using them too often. Make an effort to expand your group of volunteers by careful job rotation and establishing an ongoing recruiting and training program.

In order to maintain this ongoing relationship with your volunteers, State Association leaders need to employ an accurate system for keeping track of them for a follow up to thank you, and encouragement for continued participation.

At a minimum, each volunteer's name, email, mailing address, and day and evening telephone numbers should be kept on file. A volunteer's area of interest in the shooting sports, occupation, and a brief summary of past service is also helpful. Exercise care in selecting what information is truly required and retained as volunteers may quit if they believe that your records constitute an invasion of their privacy.

Since the price of computer systems has decreased through the years, this is a relatively low-cost way to maintain not just a volunteer database, but the system can also be utilized for other association record keeping and business needs. As well, NRA State Association grants can assist in the purchase of a computer (see appendix: State Association Grant Application).

Advantages include the ability to store and manipulate large amounts of data, ease of updating, and rapid correction and retrieval capabilities. There are a variety of software available to help keep track of volunteer information, such as spreadsheets, charts, and word processing tools. The program you choose may depend on the amount and type of information you are storing. Whatever you use always make sure to back up all electronic records.

The proper manner of ending a volunteer relationship is almost as important as the proper manner of beginning one. Regardless of who initiates the termination, the ongoing success of the State Association in attracting and utilizing volunteers depends on volunteer relationships ending on a good note. Letters of thanks, certificates in recognition of service, and so on are valuable tools to use at the end of a volunteer's term of service.

Volunteers should serve for a specific period of time. In this manner, there is a way for the leadership to ease out an ineffective volunteer without having to take unpleasant and perhaps divisive actions to relieve the volunteer of their responsibilities. Volunteers should receive recognition for their efforts during the follow up phase, and an additional token of thanks is still appropriate at the conclusion of the volunteer relationship, if it does not conclude immediately after the task.

Successful volunteers should be asked if their names and service information may be retained in the State Association's records for possible future service. Be certain to occasionally correspond with these volunteers to insure they remain motivated and ready to assist when called upon.



SECTION VI

American Legion Dept. of Arizona

COMMUNICATIONS

Newsletters

Good internal communications keep the membership strong and involved. A breakdown in these communications can cause members to feel left out, and, in time, they will drop out. The most effective way to avoid these problems and strengthen the organization is the regular distribution of an organized and informative newsletter.

Not only does a newsletter keep the membership informed, involved and motivated, but it can also keep influential people, organizations and the community aware of association activities. A newsletter may provide revenue through paid subscriptions and advertisements, but in most cases a subscription to the association's newsletter is included in the members' dues.

The newsletter should contain key information about the association and its activities, news about elections, achievements by members, new policies, and financial matters. It must have an attractive format and both inform and entertain the reader as well as reflect the image of the association.

Format

Format refers to the physical layout of the newsletter. Several basic styles are available. The format used is dependent on the association's resources, attitudes, and preferences.

One traditional newsletter format is a standard newspaper style, normally printed on inexpensive paper and in tabloid format. The finished copy looks like a newspaper.

The singular sheet format is probably the most common format found. A newsletter in this format may consist of any number of sheets of paper printed on either one or both sides. The newsletter may be folded or stapled depending on how it is to be mailed.

The third format is magazine style, printed on opposing pages. This format is supported by most desktop publishing programs and allows full use of those program's graphic capabilities.

A columnar structure should be used regardless of the newsletter format. Text that is spread across a page in one continuous line is very difficult to read and can cause your readers to lose interest.

It is also necessary to select a banner title or logo for the publication. This item becomes the trademark, identifying the newsletter and the association at a glance. Incorporating the association's official insignia is a common practice.

The newsletter should be uncluttered and regular features should appear in the same place in each issue. Margins must be wide enough so that copies can be secured in a binder, or alternatively the newsletter may be hole-punched. If the newsletter consists of more than a few pages, page numbers should be added.

It would be wise for newsletter editors to take advantage of the knowledge and expertise of the individual or firm who will actually do the printing. In addition, there are many low cost how-to books available at libraries, computer stores, and book stores that will increase the editor's expertise. Another simple tool is to study the layout and composition of commercial magazines and periodicals.

Content

The writer's subject matter must be derived from a variety of reliable sources. The object is to provide readers with information they can use.

Newsletter editors should strive to produce a balanced periodical. The newsletter should contain a mix of those subjects that the association is trying to relate to its membership. A publication containing nothing but match scores, legislative or political information would most likely be uninteresting to a number of the association's members. A note of caution: The Internet is not necessarily a reliable source. Editors must verify data drawn from the Web.

Newsletter Tips

1. Read other newsletters, magazines, and other publications that may be pertinent.
2. Request placement on as many mailing lists of related organizations as possible.
3. Develop reliable sources of information on governmental activities. Keep in touch with those sources regularly.
4. Attend meetings and seminars of other organizations.
5. Make informal telephone surveys asking for opinions on association affairs.
6. Contact committee chairpersons for news concerning the separate shooting disciplines.
7. Solicit guest articles or editorial from Officers or members.
8. Determine and make known all publication dates, including deadlines, printing and mailing dates, preferably a year in advance. Stipulate that submissions to the newsletter that arrive past the deadlines will not be published or held over for the following issue. Be prepared to substitute articles you keep on file.

9. Request that graphics such as photographs be included with submissions whenever possible. Ensure that graphics are of high enough quality for their intended web or print use.
10. Begin to accumulate and keep up-to-date a file of notes, tear sheets from other publications, and random ideas.
11. Be aware of copyright laws for articles and photographs and request reprint permission from authors and photographers.

Production

It is a good idea to have your newsletter printed at a private shop. With today's printing techniques, it will not be prohibitively expensive and the results will certainly be worth it. Printers often offer special rates to keep a regular customer. Develop a yearly production schedule working in conjunction with the printer and keep to it. Allow the printer enough production time to correct mistakes or physical problems found in the newsletter. Here communication is vital between editor and printer, as most printers will only make changes to customer-provided copy with the customer's permission.

If the editor is not laying out the newsletter, pre-press charges will be incurred to do the construction. To reduce the cost to the association, the objective should be for the newsletter editor to hand over electronic files.

To meet publication deadlines, it is important the newsletter staff allow plenty of time for production. A production schedule can be determined by working backward from the mailing date, estimating the number of days required for writing, graphic design, proofing, correction, printing, binding, labeling and mailing.

If the number of copies is greater than several hundred, consider taking competitive bids and establish a contract between the association and the printer. This fixes costs and allows for budgeting of the association's funds. It is wise to re-bid the printing

contract annually. Digital production of newsletters with email distribution should also be considered as it is a cost-effective option.

Websites and Social Media

Gone are the days where a good website and Facebook page are “luxuries” – today, these two media represent where an overwhelming majority of your club’s exposure will come from, far beyond word of mouth, and more so than traditional print, radio and TV.

Current club members will likely rely on your website and social media accounts to keep up to date on all the critical information about your club, such as operating hours, ways to pay dues, contact information, upcoming events, and practically anything else they’d need to know. Equally as important, your online presence is likely the first stop for prospective members to discover your club, and will be the pipeline by which they learn about all your club has to offer.

It has become easier than ever to secure domain names and build websites through a wide variety of web hosting and design platforms. Some of these services provide easy-to-use interfaces, by which even a novice would be able to design a professional, attractive website.

Just like writing news releases, be sure to include the most important information close to the top of the page, and keep your text as short as you can while including all the important details. Most users view websites via mobile phones and tablets, so being succinct is critical to not only making the website easy to view on mobile devices, but also keeping the attention of your readers.

You’ll certainly want to consider establishing a social media presence to work in tandem with your website. In fact, many users will discover your club through social media before even finding your website, due to the nature of sharing posts, suggested interests and viral content. A good social media presence includes all of the professional writing and graphic

elements of a website, with added emphasis on constant moderation and attention from the public information director, as social media allows customers to communicate with your club.

Be sure to check your social media account message inbox and notifications as often as feasible, as customers messaging your page will expect a response. This may be the lone attempt a potential member makes in trying to get important information about joining your club or attending an event, so timely responses are crucial to engaging members. Checking your notifications also allows you to see who is talking about your club on social media, which gives you important opportunities to both engage members and prospective customers, and combat misinformation that may be circulating about your club.

Ensure the information on your websites and social media accounts is always current and consistent, and feature frequent updates to content, such as new event listings, photos from events, announcements and other news. Use event listing tools on Facebook to advertise upcoming club happenings, and install social media widgets on your website to encourage visitors to like and follow you on social media. Consider hosting contests, giveaways or other opportunities on your social media accounts to boost exposure and engagement from followers and prospective followers.

Failure to keep your website and social media pages updated and consistent could create the appearance of your club being dormant or inactive, and will likely turn away prospective members from joining or reaching out for information. Additionally, an active and robust online presence makes it more likely for members of the media, partner organizations, and other community groups to find interest in your club for potential exposure through articles, sponsorships, and other agreements that could be beneficial to boosting membership.



SECTION VII

LEGISLATIVE AND POLITICAL

Legal Considerations

Lobbying, campaign finance and public ethics (e.g., gifts to public officials) are heavily regulated fields at the federal, state and local levels, and laws in these areas vary tremendously from one jurisdiction to the next. The first step in any program of legislative or political action should be to obtain a solid understanding of the laws that will regulate your activities. In many cases this may best be accomplished by consulting with qualified counsel in your state. In addition, state lobbying and campaign finance agencies typically maintain websites that contain the relevant statutes and regulations and, in many cases, manuals or guides that summarize the law for non-lawyers. These can be extremely helpful. Finally, there are excellent third-party resources available online, such as the website and publications of Bolder Advocacy, an initiative of the Alliance for Justice. (Although the Alliance for Justice is no friend of the Second Amendment, its publications on the legal ins and outs of nonprofit advocacy are top notch.)

Legislative Action

The tremendous increase in legislative activity relating to firearms at the federal, state, and local levels has resulted in a need for stronger and more

effective legislative and political action within State Associations. As a leader of your State Association, you have the responsibility to ensure that a legislative program is established and it is able to meet the challenges arising in the area of firearms-related legislation.

Like many other aspects of State Association operations, the development process for legislative capabilities varies from state to state. Some states have experienced tremendous threats in the field of firearms legislation over the years and of sheer necessity have developed strong legislative action programs.

Many State Associations have for years relied on the resourcefulness of one or two individuals who took an active interest in legislative and political action and lobbied actively for the best interests of firearms owners in their respective states. Other states have relied entirely on NRA-ILA to interact with state politicians and counteract onerous legislation. Either approach has shown to be successful, however working as a team is paramount.

As important as it is for the NRA-ILA State and Federal Directors to build a relationship

TIP

NRA-ILA State Directors can be reached at (703)267-1240. Federal Directors can be reached at (202) 651-2560. Visit the NRA-ILA Website at www.NRAILA.org.

with the State Association, it is equally important that you as a State Association Officer ensure that a relationship is established and maintained with your NRA-ILA State and Federal Directors. Communication and the ability to discuss and resolve differences is the key to a continuing successful legislative and political agenda.

In the rare occasions where differences seem to be irreconcilable between your NRA-ILA State Director and Association Officials, those differences should be communicated in writing to the Managing Director of State and Local Affairs, 11250 Waples Mill Road, Fairfax, VA 22030.

The need for active and effective State Association legislative programs has always existed, but recent trends at the national level have sharpened that need. The ideological shifts that have taken place in the United States Congress and strong NRA national legislative postures have combined to force our opponents to pursue other avenues of accomplishing their firearms prohibition goal. These other avenues have primarily been anti-gun and anti-hunting thrusts at the state and local levels.

The combination of a shift in emphasis of the gun control debate to the state and local level and the changing dynamics of a legislative and political effort now geared toward the offensive rather than the defensive creates an unprecedented need for an effective and personalized legislative capability within the State Association. We recognize that the personal dynamics, resources available, and regulatory framework are unique to each state. Therefore, the precise organizational structure to accomplish the goal of an effective and successful legislative program is left to the judgment of State Association leadership. However, it is critical that a State Association work closely with NRA-ILA to properly identify the legislative and political challenges that exist in their state.

Decision Making Procedure

All State Associations should set up a formal procedure through which the legislative policies of the organization can be reviewed and decisions reached. The Bylaws of the National Rifle Association and most State Associations contain rather broad policy statements with respect to firearms legislation and the protection of gun owners' rights. However, a multitude of bills are introduced each year in nearly every state legislature that affect the ownership of firearms, often in indirect ways, that may require the State Association to take a position. Additionally, we all recognize the need to press forward with positive reforms of existing gun control laws, but there are many different ways to approach achieving these reforms through the legislative process, and this also calls for decisions to be made.

The State Association needs a procedure through which it can analyze legislation, weigh the options involved with the lobbying process, and utilize the proper vehicles to achieve positive results. The State Association, in coordination with NRA-ILA, can then set forth clear-cut positions on legislation and establish policy for planning purposes throughout the legislative year. Most State Associations should establish and work through their Legislative Policy Committee to assist in this decision-making procedure. As an alternative, State Associations can use their full Board of Directors.

In the committee mode, key members of the State Association, because of their personal knowledge of legislation and/or the legislative process, are assembled as a committee to review and make recommendations to the Board of Directors of the association on legislation of concern to the association. The overall decision-making body of the State Association, usually the Board of Directors, may then act upon these recommendations, but in special circumstances sometimes the entire membership may be drawn into the debate. **However, State Associations should not take legislative or political positions contrary to that of NRA-ILA. Doing so may jeopardize your status as the official NRA State Association.**

In whatever process established in your State Association, there should be an option available for decision making on short notice. Many times in the legislative process a particular piece of legislation is amended, and its contents changed dramatically. The position taken by the association before the bill was amended may no longer be in the best interest of the members. Since it is important for reasons of proper administration to avoid having the on-site lobbyist adopt position changes without some review by the association's governing body, you must have a means of reaching a new consensus position in a brief period of time.

Legislation sometimes moves at a rapid pace through state legislatures, so it is necessary to have a

procedure for rapid review and policy determination. The lack of a formal, well-understood, decision-making process within a State Association, or a demonstrated reluctance to make tough legislative decisions, can lead to chaos. Instead of speaking in one united voice, the association may become fractionalized, resulting in various members and Officers of the association making conflicting statements to different legislators.

Such fragmentation may result in the legislators not having a clear picture of the State Association's or NRA's true desires on a particular piece of legislation. Strong supporters in the legislature may, out of confusion or misunderstanding, support the adoption of legislation in a form not desired by the majority of firearms owners.

A Means to Convey Policy to the Legislators

An on-site lobbyist is typically the primary means used by State Associations to convey policy information to the legislators. Those associations without on-site lobbyists can offer testimony, send formal letters to legislators, or conduct visits to legislators by members of the group's leadership to express association policy and concerns. Whatever method is selected, once decisions have been made by the association with respect to legislation or legislative issues, there must be a single, authoritative voice through which such decisions are announced and explained. While the majority of State Associations still use volunteers in the lobbying process, a growing number have found it advantageous to rely upon a part-time or full-time paid lobbyist to carry out this responsibility.

A Grassroots Program

A strong grassroots program has been, is, and will continue to be one of the most important legislative tools of NRA and its State Associations. Together we possess the tremendous advantage of having recourse to large numbers of individual members, dedicated to the preservation of their firearms rights. Our responsibility is to gather relevant and important information and get it out to the members in a timely fashion. Association newsletters, Websites, emails, mailed legislative alerts, telephone calls, text and social media alerts, and scheduled appearances before groups of interested citizens can all be used to accomplish this task. Both members and nonmembers are tools to be used by the State Association in fulfilling this responsibility.

The Grassroots Programs and Campaign Field Operations Division has a team of Grassroots Field Coordinators throughout the country to recruit, organize, and mobilize pro-Second Amendment

TIP

Contact the Grassroots Division at (800)392-8683 or ILA-Contact@nrahq.org.

activists towards both legislative and political action. You are encouraged to work with your assigned Grassroots Field Coordinator to ensure that there is a unified ground effort from NRA and your State Association.

During election years, the Grassroots Programs and Campaign Field Operations Division deploys Campaign Field Representatives (CFRs) to targeted states to work full time to educate voters about NRA-PVF endorsements, and mobilize pro-gun voters to get to the polls on election day. You can work with these campaign professionals by helping make phone calls, attend events, and knock on doors to turn out voters who support pro-Second Amendment candidates.

Coordination with NRA

Coordination with respect to legislative issues with NRA is a critical component that cannot be overlooked. The NRA-Institute for Legislative Action's Grassroots Division **(800) 392-8683** can provide access and direction to the legislative and political resources available through NRA Headquarters. NRA-ILA monitors and implements legislative activities in all 50 state legislatures and in communities throughout the country. NRA-ILA's Grassroots Division can assist

TIP

Call the State and Local Affairs Division at (703) 267-1240 to get your NRA-ILA State Director's contact information.

in generating grassroots support from NRA members in the area who may not belong to your association or other affiliates. Prior to taking a position on legislative or political matters, you should contact your NRA-ILA State Director to ensure consistency in messages between NRA-ILA and the State Association.

State Role in Federal Relations

While you are primarily devoted to legislative activities aimed at the state and local level, the State Association does have a role to play in support of NRA's activities at the federal level. The State Association should develop and maintain good relationships with federal elected officials from their state, monitor the actions and deeds of these officials when they are in the state (which sometimes differs from their actions while in Washington, D.C.), and be on standby in the event that a need for grassroots activity on a national issue manifests itself.

The ILA Grassroots Division can provide your State Association with information on pending bills in Congress and the stance of your legislators with respect to federal bills. This information is also available online at www.nraila.org.

Local Legislation

So far, we have focused on legislative action at the state, and to a lesser extent, the federal level. However, much of the current threat to gun owners' rights is found at the local level. This fact places an additional responsibility upon the State Association in the area of local legislative action. Grassroots lobbying and effective one-on-one lobbying are essential to success at the local level, where grassroots lobbying takes on even greater significance.

First, the elected officials themselves often have little or no staff resources, and are frequently part-timers, making the kind of personal contact lobbying applicable at the state level, somewhat different at the local level. Second, in a town or city where a few hundred or dozen votes can often decide elections, the members of the municipality's governing body generally pay close attention to constituent input.

State Associations are responsible for taking steps to increase gun owners' clout at the local level. Having a finely tuned, quick-to-respond grassroots network is most beneficial at the local level, for the reasons noted above. Perhaps the best method for a State Association to increase legislative effectiveness at the local level is to urge local clubs to become more active and then assist them wherever possible.

If every one of the local affiliates of NRA and State Associations were trained in how to lobby successfully, and developed their own local legislative programs consisting of the key components discussed earlier, we would indeed be well equipped to turn back any challenges to our rights at this level. Hence, State Associations, working together with NRA, must develop programs to aid and encourage effective legislative and political action at the local level. Until such programs are in place, however, the State Associations must establish a monitoring system to keep track of developments at the local level, and be prepared to respond to them and to coordinate with their NRA-ILA State Director.

Local Legislative Process

Local governments, whether referred to as town boards, city councils or commissions, or county boards supervisors or commissioners, consider and pass legislation much in the same manner as the state legislatures. However, there are differences that should be noted:

1. Local government bodies are usually composed of a handful of elected representatives. It is quite common for local town or county boards to be composed of only five to nine members. Obviously, there is just one house in such a situation, and one-on-one lobbying is made much easier.
2. Many local governments do not utilize the committee process, or do so only on a limited basis. Those local governments that do use a committee process are typically the large city or county governments with significantly greater numbers of elected members, New York City and Chicago for example. This means that the State Association generally does not have a chance to amend or kill a bill in a committee but may prevail on the floor in a single session.
3. Local government actions are especially difficult to monitor. In many instances, knowledge of an action is gained only after the local government's unit has passed an ordinance. Local law usually requires that public notice be given on proposed local ordinances a specified number of days before action can take place. However, this notice is often printed in obscure sections of the local newspaper and/or posted on a bulletin board at the town hall. In addition, local governments are noted for their overuse of the so-called emergency statute rules to introduce, debate, and adopt an ordinance in a single meeting. This lack of publicity on pending actions and the speed with which units of local government can act make monitoring local activity a difficult task. In response, State Associations should urge local clubs to become more involved in the legislative

process and to set up a local monitoring system that will inform both your association and NRA-ILA of any pending local activity.

4. The power of the mayor in local government varies, depending on the specific system that is in use. In the strong mayor system, the mayor functions much like a state governor, having an independent voice and power base, exercising veto powers over legislation and so on. In the weak mayor system, the mayor is simply another member of the governing body who may act as chairman, but has no significant special powers.
5. Generally, local government units are closest to the people. It is usually easier to identify and utilize State Association or local gun club members who are acquaintances of local elected officials. The effort to generate grassroots activities aimed at those whose input is most influential with lawmakers is easier at the local level.
6. Ongoing public relations programs geared toward establishing and maintaining a good working relationship with elected officials is also easiest at the local level. An important fact to note in this connection is that most state legislators, governors, and U.S. Congressmen and Senators begin their political careers as local elected officials. By reaching them early in their careers, and educating them on firearms rights issues, you help to make your future legislative efforts easier.

Legislative Team Effort

A successful state level legislative program is always the result of a team effort. Within the State Association, the team consists of the elected leadership (the Board and Officers), the legislative committee, the on-site lobbyist(s), and the key grassroots activists in the field. In the big picture, however, there is another team, one that is as vital to a successful state legislative program. That team consists of the State Association and its internal



committee(s), lobbyists, other affiliated organizations, and your NRA-ILA State Director.

The relationships between the members of the larger team are crucial, and you, as a leader of your State Association, should be certain you understand them. The results that are produced by a well-coordinated effort, or one that is plagued with misunderstandings, will tell the final story. The secret to success is team work.

You, as the individual most directly affected, will play a key role in any legislative activities in your state. Your knowledge of the issues and the dynamics of the legislative process as it occurs in your state are irreplaceable. However, the other segments of the team have important parts to play as well, using their own resources and special expertise.

Your NRA-ILA State Director is a well-trained professional, with experience in the protection of gun owners' rights in the governmental process. Their experience typically includes the entire spectrum of legislative and political activity, including on-site lobbying and grassroots development. NRA-ILA also has the advantage of previous experience in applying given legislative solutions to similar problems in different states, and can advise you on their success or failure. Your State Director represents your key contact with the resources of the NRA Institute for Legislative Action and with its battery of trained communicators, attorneys, and lobbyists. **Your NRA-ILA State Director is the official voice of NRA, speaking on behalf of the Association in state legislative and political matters.**

Communications with State Directors should not be reserved just for legislative crisis periods. You should consider them as a regular part of your State Association leadership team. Send them copies of any significant correspondence. Be sure they get copies of the agendas and minutes of your State Association Board of Directors meetings, any reports of your Legislative Committee, and they should also be on your newsletter mailing list. By keeping open the channels of communications between yourselves, you make it far easier for them to be of assistance to you in the event of a legislative or political crisis.

There may be occasions, especially in the political action effort, when some disagreement arises between members of the team on specific issues. If an effective communications effort has been maintained, these disagreements or misunderstandings can usually be worked out to everyone's satisfaction. The important point to remember is that the interests of the sportsmen and gun owners of the state, whom we are charged with representing, are never well served by a public split between their representatives. Misunderstandings within the family of sportsmen and gun owners should be resolved within the family.

Member Alert System

Time does not always allow for the notification by mail of legislative hearings and impending votes. Thus, it is important that all pro-gun organizations have a form of member alerts. The State Association should have a working and functional email alert system which can be readily deployed to contact and activate their members.

Clear, articulate emails that explain the pending legislative issues and specific call to action are the most effective. Provide your members with direct contact information, such as, a phone number for the Capitol switch board (when available), and/or legislators email addresses.

The NRA encourages State Associations to inform their members on how to sign up for NRA-ILA email alerts. These alerts contain a “Take Action” field which provides your members with an easy and effective tool to contact their legislators directly.

Conclusion

Like so many other activities, your association’s success in the legislative and political arenas depends on careful planning, attention to detail, the wise allocation of the resources at your command, and close coordination with your NRA-ILA State Director. This is a vital area for State Association activity, even if your state traditionally has been considered favorably disposed toward hunting and firearms ownership. It is your responsibility to assure that the rights of firearms owners and hunters in your state are preserved for future generations.

Of course, NRA shares that responsibility with your State Association, and stand ready to provide you with a great variety of expert assistance in all aspects of the admittedly complex legislative and political arena. Your NRA-ILA State Director and the NRA-ILA Grassroots Division represent your first line of support, and you can always count on assistance being only a telephone call away at **(800) 672-3888 x1170**.

There is no way to become an instant expert on legislative and political action. Many lessons can be learned only by actually carrying on the day-to-day struggle to protect our firearms freedoms. What this chapter has tried to do is point out some of the common pitfalls, while offering some concrete suggestions or alternatives and courses of action which experience has shown to be effective. The implementation of the successful program of legislative and political activities in your state and the exact nature of that program are generally left to your judgment and control with the caveat that you should consult with your NRA-ILA State Director.



SECTION VIII

COMPETITIVE SHOOTING PROGRAMS

One of the primary reasons for the creation of State Associations nearly 100 years ago was the fostering of competitive shooting activity in respective states. While the responsibilities of State Associations have grown tremendously over the years, their basic responsibility in the area of competitive marksmanship has remained the same. As a leader in your State Association, your experience most likely includes a fair amount of personal participation in one or more of the competitive shooting disciplines, both as a competitor and match official. The purpose of this chapter, then, is not to duplicate your present knowledge, but rather to expose you to a new perspective on a familiar topic. In your role as a leader in your State Association, you will be relating to competitive marksmanship activity in an entirely different way than you have in the past.

Responsibilities of the State Association

Reduced to its simplest form, the responsibilities of the State Association for competitive shooting in its state are: 1) to promote the greatest possible participation in the shooting sports; 2) to oversee the conduct of State Championship matches in all of the shooting disciplines over which NRA has control; 3) to select state teams to represent the state in National Championships.



The first responsibility goes to the root of everything your State Association does. Whether it is working with the Civilian Marksmanship Program promoting tournaments, conducting educational programs, holding meetings, or promoting membership, the ultimate goal of every State Association activity is to involve more people in the shooting sports. Obviously, competitive shooting is but one single aspect of your efforts in this direction, but it has traditionally been one of the most important.

We are going to focus on the second responsibility first, however, because it is in this area that experience has revealed the greatest difficulties.

In overseeing the conduct of the State Championship tournament, your State Association becomes an important part of a three-member team. Your partners in this effort are NRA, and one or more local clubs that will actually conduct the matches under the sanction of NRA. As in any successful team effort, each member of the team has specific responsibilities and authority, and all must work together in a coordinated fashion if the job is to be completed correctly and on time.

The central figure in this activity is the State Association. You must select the local club that will conduct the championship, and you must keep NRA abreast of your decisions and actions. The success of your State Championships rests upon the degree of care you exercise in carrying out your responsibilities.

The most significant decision your State Association must make in the competitive arena is deciding whether to award the right to conduct a State Championship to a particular club.

This is a prestige event, the conduct of which reflects either favorably or unfavorably upon the leadership of the sponsoring State Association. Therefore, you must weigh your decision carefully. The following questions will serve as a good starting point in your deliberations on awarding the State Championship match.

1. Is the club affiliated with the State Association and NRA? NRA affiliation is required for any organization to hold any NRA-sanctioned tournament and can be checked online at www.nra.org/nralocal.aspx.
2. Has the club conducted previous tournaments of this kind? Were they successful?
3. Does the club have an adequate facility to conduct the State Championships?
 - a. Is the range large enough to accommodate all who may want to shoot?
 - b. Are meals available at the club or close by?
 - c. Are there adequate comfort facilities? (Rest rooms, running water, etc.)
 - d. Is there adequate housing or camping available within easy driving distance?
4. Is the site reasonably accessible to all within the state?
5. Is one club monopolizing the State Championship year after year? If so, are there other clubs that are also qualified to conduct the championship?
6. Is the club in good standing with NRA insofar as reporting tournaments?

Once you have settled on reliable and responsible clubs to hold the State Championships on your behalf, there are other important decisions you must make before the chosen clubs begin to prepare the proper applications for forwarding to NRA.

Some of the more important decisions you must make in advance, include:

- Who will be eligible to win the State Championship? Will it be available to nonresidents? If so, will you offer a high resident award if an out-of-state person wins the open category?
- Will you require shooters to be members of your State Association in order to compete in the state's championship? If so, will you accept membership in the respective State Associations of nonresident shooters in fulfillment of this requirement?
- Have you made certain your State Championship dates will not be in conflict with other major tournaments in the area, such as other State Championships? Are you sure that you have scheduled the match far enough in advance to allow the scores to be reported and processed before the annual National Championships occur?

Other Responsibilities

Returning to your State Association's overall responsibilities in the competitive shooting area, there are a few points that deserve specific mention. One way of fulfilling your responsibilities to represent and promote the various competitive shooting disciplines is to provide some formal representation of these disciplines via your State Association Board of Directors.

This representation may be as broad as designating a Rifle Director, Pistol Director, and Shotgun Director, or as specific as having a Director for every individual discipline or group of related disciplines. You may wish to have an overall Competitions or Tournaments

Director, with committee chairmen for each discipline or groups of disciplines reporting to that individual. The important thing is to provide a formal channel for competitive shooter input into the State Association's policy-making process, whenever possible.

Another important position which many State Associations have found helpful for fulfilling necessary responsibilities is that of a Youth Director. Since competitive shooting is the first step for most youth shooters once they have completed their basic marksmanship training, the role of the Youth Director in the promotion of competitive shooting is extremely important. It is this individual's responsibility to work with local clubs and match sponsors to be certain that young shooters have plenty of opportunities to participate in competitive shooting in all of NRA's disciplines, not just traditional smallbore rifle competitions.

The State Association also acts as a clearinghouse for coordinating tournament dates and locations. Most State Associations have been performing this task on an informal basis for years. However, you might want to formalize the process by establishing procedures by which clubs can submit tournament dates to the State Association for inclusion in a comprehensive Competition Calendar which might appear in the State Association's newsletter. You may want to take the lead in contacting the other State Associations in your vicinity to set up an area-wide coordinating committee. This type of service to the competitive shooter is always welcome, and it helps the participating clubs as well, since it helps to assure them of the greatest possible level of participation in their tournaments.

Another important responsibility of the State Association in the competitive shooting area is to establish liaisons with other statewide organizations that are sanctioning other forms of shooting competitions, such as conventional trap, skeet, or muzzleloading. In some cases, this will also involve dealing with other organizations representing disciplines for which the State Association is normally responsible, but in which you have not been involved,



such as silhouette, police combat, or action pistol shooting.

In both cases, the establishment of good lines of communication, a spirit of cooperation for the mutual benefit of all, and a direct working relationship in insuring the maximum availability of competitive opportunities for any interested shooter should be your goal. The State Association should take the lead in working to establish these relationships with these groups, since inevitably both groups find they have far more in common than that which divides them. This spirit of respectful cooperation sets the stage for cooperation in other areas too, especially the all-important legislative arena.

Working with NRA

NRA is an active partner in fulfilling your State Association's competitive shooting responsibilities. The entire resources of the NRA Headquarters Staff are available to you.

In connection with your State Championships, it is critically important that you make your selection of the sponsoring club as early in the season as possible, and then make sure the club gets its application to conduct the match into NRA Headquarters well before the deadline. While filing the application is the responsibility of the sponsoring club, it is your State Championship tournament, and you have a vested interest in seeing that it is handled properly and in a timely manner. Notice should be taken that a State Association Official's signature must be included on the Championship forms to legalize the Championship.

NRA Support to State Associations and Match Sponsors

There is a wide array of support services available to the State Association specifically and to tournament sponsors from NRA. State Championship tournaments receive special publication in the Coming Events section of Shooting Sports USA (up to twelve months in advance, if received in time). State Championships are also listed on NRA's Website and NRA will provide State Championship certificates upon request. NRA also holds State Team Postal matches where members of the various State Associations may compete against teams from other states.

The NRA Tournament Operations Guide is an extremely valuable reference for anybody conducting any type of NRA-sanctioned tournament. The NRA Tournament Operations Guide is available online at https://issuu.com/compshoot/docs/tourn_ops_guide. You should familiarize yourself with it since it will help you in your role as overseer of the conduct of your State Championships. Of course, a great deal of valuable and important information about conducting matches is available to you in the various NRA Rule Books covering the specific disciplines sanctioned by NRA. NRA rule books are now available online at <https://competitions.nra.org/competition-resources/rule-books/>.

There are a host of other booklets, pamphlets, checklists, and tournament operation materials available from NRA, many at no charge. Standard order forms and price lists are available through the NRA Sales Department.

Of course, the NRA Competitive Shooting Division staff is available for help with specific questions or problems. Feel free to call 703-267-1450, email compadmin@nrahq.org, or write to the Competitive Shooting Division whenever you need assistance.

Summary

The responsibilities of the State Association in fostering competitive shooting are varied and significant. While you may not actually conduct any

tournaments yourself, you will be organizationally involved in the conduct of at least several tournaments each year. Beyond that, you have an organizational obligation to be involved in the promotion of competitive shooting in every discipline. The State Association plays a vital role in linking the local tournament sponsors and NRA in a network of services to the competitive shooter. Your personal responsibility as a volunteer leader of your State Association is to ensure that your organizational responsibilities are met, but you are not alone. NRA staff are always ready to assist you in the successful fulfillment of your responsibilities.



SECTION IX

NRA Staff Photo

MEETING AND CONVENTION PLANNING

Regardless of the group's size or scope, meetings and their larger relatives, Annual Conventions, are an integral part of every Association's activities. From Board and Committee meetings held in someone's living room, to multi-hotel conventions with thousands in attendance, they all have the same objective. Meetings should educate and improve communication between the Association and its members.

As the top leaders in your State Association, you are responsible for making your group's meeting productive, enjoyable and cost effective. No matter the size, meetings demand careful attention to many details.

Here are a few tips that separate the truly great meeting or convention from an ineffective gathering of individuals without a purpose or accomplishment.

- Create a timeline and checklist
 - Form a planning committee for larger events
 - Secure a list of clear objectives from leadership
- Prepare a budget
 - Identify expense areas:
 - Meeting room, a/v, tables/chairs
 - Food or refreshments
 - Identify sponsor opportunities
- Create an Agenda based on the meeting's purpose
 - Secure speakers
 - Sessions and Workshops
 - Business meeting
 - Q&A sessions
 - Make the agenda available to attendees in advance
- Secure a Venue
 - Determine size requirements
 - Food service availability
 - Transportation/parking
 - Negotiate everything
- Marketing and Advertising
 - Develop advertising/invite plan
 - Promote in newsletters/postcard
 - Send email reminders
 - Advertise on social media
- Post Meeting
 - Use a survey or evaluation form



NRA Staff Photo

SECTION X

GUIDE FOR AFFILIATING LOCAL CLUBS

This section is designed to assist State Associations in evaluating shooting clubs to increase the club's effectiveness.

These clubs—which include sportsmen's clubs, police clubs, youth clubs, hunting clubs, and many others—are vital to the strength of State Associations and NRA. Each State Association rests on a base formed by clubs and individuals. A State Association can utilize its affiliated clubs to solve local problems—to stop anti-gun legislation or local ordinances, to encourage local officials to assist in range development, to see that gun-related publications are placed in school and public libraries, and to address other problems and opportunities which must be dealt with at the local level.

Minimum Requirements for NRA- Affiliated Clubs

As set forth by the NRA Bylaws and the affiliation agreements governing clubs, the following requirements are necessary for official affiliation of a club with NRA:

1. The club must have a minimum of five members.
2. The club must have three or more Officers duly elected by the membership, and any three of these Officers and/or Directors must be members of NRA. They will include: a President, one or more Vice Presidents, a Secretary, and a Treasurer (the office of the Treasurer may be combined with that of Secretary). The office of Executive Officer is optional.
3. The club must hold an annual meeting of club members.
4. The club must prepare an annual report to be presented at the annual meeting which should also be sent to the State Association.

Election and Duties of Club Officers

Officers are elected by ballot of the general club membership. On election, each officer holds office for a minimum of one year, or until their successor is installed.

President—The President presides over all club meetings and any meetings of the executive committee or other appointed governing bodies. The President is a member ex officio of all committees and performs other duties as usually pertain to the office.

Vice President—The Vice President presides over club meetings and acts in the capacity of the President when the President is absent. In clubs having more than one Vice President, it is desirable for a senior or first Vice President to be designated by the Board of Directors, as chairman on such occasions. In some clubs, individual Vice Presidents act as chairmen of the major committees, while in other clubs each Vice President directs and coordinates a group of related club programs or committees.

Secretary—The Secretary is the custodian of the club charter, the constitution and bylaws, the articles of incorporation, and other documents pertaining to the original organizing activity. Minutes of all meetings of the members, Directors, and Executive Committee are received or taken by the Secretary. Committee chairpersons usually designate a member to take notes and write a report of the committee meetings, which is then given to the Secretary. The Secretary maintains membership records, files of newsletters, bulletins, and club elections, and sends notice of any suspensions or expulsions of members to the NRA Clubs and Associations Department.

Treasurer—The Treasurer is responsible for the preparation of periodic statements of the club's financial condition and statements of income and expense. The club Treasurer also maintains all other records and official documents relating to the financial condition of the club.

Committees

The club President has the prerogative of appointing committees to help achieve club objectives. By determining the special interests and background of each member, the President can appoint those members to committees where they may best contribute. Shooting clubs may utilize the committee system to get much of their work done, minimizing long discussions on detailed operations at club meetings. Described below are standard committees that many clubs have found useful:

Executive Committee—A club's Executive Committee usually consists of club Officers and, in some instances, past Presidents of the club. The Executive Committee takes action on issues that need attention between Board Meetings. The Board of Directors should ratify actions taken at their next Board meeting. Some Executive Committee members hold no other club office and are usually elected rather than appointed by the president. The Executive Committee decides important policy questions after they have been subjected to the scrutiny of other committees.

Youth Committee—A Youth Committee promotes shooting activities for the youth members of the club and for other young people in the community. The Youth Committee can act as the sponsoring committee required for NRA affiliation.

Range Committee—A Range Committee may be appointed to plan range building projects and monitor range maintenance and improvements. The committee may carry out some of the actual construction or may arrange for professional help.

Membership Committee—A Membership Committee recruits new members, screens applicants for acceptability in accordance with club Bylaws, and acts as a welcoming agent for new members.

Hunting Services Committee—Hunting Services can be a popular addition to a shooting club and will help to attract many new members. The Hunter Services Committee coordinates the club's hunter safety training program and club participation in the annual sight-in day in addition to providing members with useful information and hunting activities. The Committee may help to establish a sound landowner/sportsman program in the area, possibly even statewide, and plans activities for National Hunting and Fishing Day in September.

Safety Committee—Members of this committee post signs and safety rules, put up fences and range flags, and repair the bullet-stop, safety baffles, and safety devices. They also assist Range Officers in enforcing the safe use of firearms.

Training Committee—This committee assists the Executive Officer and instructors in organizing and conducting basic marksmanship classes. Hunter Safety training could also be an activity of the Training Committee.

Short-Term Committees—These committees are useful for carrying out special functions. Examples are Nominating Committees, Fundraising Committees, Awards Committees, and Legislative Committees.

Committee Procedures

Committees should make reports to the members, Directors, or Executive Committee as determined by the governing body. No recommendations should be made to the members or Directors unless the majority of the committee members have voted in favor of it. It is a good idea to have one or more club Officers serve as ex officio members of each committee in order to provide a broader perspective during deliberations.

Committee Records

Each committee should keep written records of its meetings and recommendations so that the information can be passed along. When its interests are closely related to those of another committee, it should consult with the chairman of the other committee in order to avoid conflicts.

Organizing New Clubs

The process of starting a new organization is usually a difficult one. The organizers of a new club should share a strong enthusiasm for the shooting sports and gun lore. This enthusiasm will carry them through the difficulties. At the first formal meeting, several fundamental topics should be discussed and agreed upon. These include the purpose and objectives of the club, methods for lobbying against anti-gun legislation, and methods for promoting organized competitions. Additional items that might be

discussed include: safety education, fostering a feeling of comradeship among club members, and ways to increase public interest in the shooting sports.

To achieve order and facilitate discussion of the above, the organizers should give a formal call to order, encourage participation by all present, and limit the discussion of each topic to a reasonable period. Before the meeting ends, committees should be formed to draft Bylaws, nominate Officers, and plan events.

At the second meeting, the organizers should see that the minutes of the previous meeting are read and discussed, copies of the Bylaws are distributed and discussed, and that the reports by the nominating and events committees are received. Applications should be given to prospective members and dues collected. Additionally, affiliation with the State Association and NRA should be discussed and approved. Club Officers can be elected during this second meeting.

How the State Association Can Benefit Local Clubs

The State Association can aid its affiliated clubs in three practical ways. First, it may establish Directors in various parts of the state to help organize new clubs, and to visit existing clubs. Second, the State Association can provide up-to-date legislative information. The Association should keep all affiliated clubs informed of any changes in or news concerning gun legislation. Third, the State Association may coordinate activities between clubs in different parts of the state. This prevents conflicts in scheduling and allows each club event to be patronized. Annual planning of events is a major service provided by the State Association.



NRA Staff Photo

SECTION XI

NRA STRUCTURE AND SUPPORT SERVICES

The National Rifle Association of America is an educational, recreational, and public service organization dedicated to the right of individual citizens to own and use firearms for recreation and defense. A nonprofit corporation, it is supported by membership dues and contributions from spirited members and clubs. The NRA does not work for any arms or ammunition manufacturer, with any business dealing in guns or ammunition nor does it receive any appropriations from Congress.

The NRA cooperates with all branches of the U.S. armed forces, federal agencies and state and local governments in teaching small arms marksmanship and firearms safety. During World War II, NRA members taught more than 1,700,000 Americans the correct use of small arms during required pre-induction training.

Chartered in 1871, NRA is the oldest sportsmen's organization in America. Past Association Presidents include U.S. President Ulysses S. Grant and General Philip H. Sheridan. Among the notables who have been NRA members are five U.S. Presidents, two Chief Justices of the Supreme Court, many U.S. members of Congress, state legislators and state officials.

Purpose and Objectives of NRA

The purpose and objectives of NRA, as detailed in its Articles of Incorporation and Bylaws, are as follows:

1. To protect and defend the Constitution of the United States, especially with reference to the inalienable right of the individual American citizen guaranteed by such Constitution to acquire, collect, exhibit, possess, transport, carry, transfer ownership of, and enjoy the right to use arms, in order that the people may always be in a position to exercise their legitimate individual rights of self-preservation and defense of family, person, and property, as well as to serve effectively in the appropriate militia for the common defense of the Republic and the individual liberty of its citizens.
2. To promote public safety, law and order, and the national defense.
3. To train members of law enforcement agencies, the armed forces, the militia, and people of good repute in marksmanship and in the safe handling and efficient use of small arms.
4. To foster and to promote the shooting sports, including the advancement of amateur competitions in marksmanship at the local, state, regional, national, and international levels.
5. To promote hunter safety, and to promote and defend hunting as a shooting sport, and as a viable and necessary method of fostering the propagation, growth, conservation, and wise use of our renewable wildlife resources.

The Association may take all actions necessary and proper in furthering these purposes and objectives.

NOTE: NRA's Discrimination Policy states that discrimination based on sex, race, color, religion or national origin will not be tolerated among NRA members, staff or affiliated organizations.

Board of Directors

The Board is charged with developing administrative policies within the limits of authority prescribed by the Articles of Incorporation and NRA Bylaws. Each director (except those elected to fill unexpired terms) holds office for three years. The terms of office are arranged so that one-third, or 25, expire each year. One additional director is elected for a one-year term at the annual meeting of members.

Board vacancies that occur between regular annual elections are filled by those individuals receiving the next highest number of votes in the preceding election cycle. The terms of directors elected in this manner extend only until the adjournment of the next annual meeting.

The Board elects from among its own members a President, one or more Vice Presidents, and the members of the Executive Committee. The Board also elects the Executive Vice President, Secretary, Treasurer and may elect members to the Executive Council.

The Executive Vice President, Secretary, Treasurer, Executive Director of NRA General Operations, and Executive Director of the NRA Institute for Legislative Action are ex officio members of the Board of Directors, with voice but without vote. These Officers do not attend or participate in executive sessions of the Board except by invitation of the Board.

The NRA Board of Directors works through the Executive Vice President with staff to solve problems. Individual Board members hold no direct power to instruct or issue directives to NRA staff. The Board's power is collective through the committee system and by Board resolutions, but, Board members can serve as a link between any NRA member and State Affiliate Officer and NRA staff to resolve problems. Board members do provide an excellent resource for information and direction as to where within the NRA organization NRA members should go for assistance.

Officers

The President officiates at all meetings of the NRA, Board of Directors and Executive Committee. Except for the Nominating Committee, Committee on Hearings, and the Committee of Elections, the President appoints committees and is a voting ex officio member of all committees.

The Vice Presidents perform the duties of the President in the absence or at the request of the President. If the presidency should become vacant, the 1st Vice President assumes this position for the remainder of the existing term. The 1st and/or 2nd Vice President fulfills duties delegated by the President or the Board of Directors.

The Executive Vice President conducts NRA affairs according to the programs and policies of the Board of Directors. The Executive Vice President is the Chief Operating Officer of the Association.

The Secretary has charge of the archives, oversees the publication of official notices and reports, attests document, and performs other relevant duties. Serves as Secretary of Board of Directors, Executive Committee, Nominating Committee and the Committee on Elections.

The Treasurer is in charge of the account books and finances of NRA. The Treasurer assists a firm of credited public accountants (selected by the Board of Directors) to make an annual audit of all NRA accounts and to prepare a statement of the organization's financial condition at the end of each fiscal year.

The Executive Director of NRA General Operations is responsible, as delegated by the Executive Vice President, for the day-to-day operation of the various divisions of NRA. Excluded from the Executive Director of NRA General Operations area of concern is NRA-ILA. Should the Executive Vice President position become vacant, the Executive Director of NRA General Operations assumes that position until the next meeting of the Board of Directors.

The Executive Director of the NRA Institute for Legislative Action conducts the legislative, legal, information, fundraising, operational, administrative, and financial affairs of the institute according to the programs and policies established by the NRA Board of Directors.

Committees

The Articles of Incorporation and Bylaws of NRA provide for the appointment of committees of the Board of Directors. The committee members are drawn from the Board of Directors and NRA membership. Committees are appointed by the NRA President

NRA STANDING COMMITTEES

- 1 Action Shooting Committee
- 2 Air Gun Committee
- 3 Audit Committee
- 4 Black Powder Committee
- 5 Bylaws & Resolutions Committee
- 6 Clubs & Associations Committee
- 7 Collegiate Programs Committee
- 8 Competition Rules & Programs Committee
- 9 Disabled Shooting Sports Committee
- 10 Education & Training Committee
- 11 Committee on Elections
- 12 Ethics Committee
- 13 Finance Committee
- 14 Grassroots Development Committee
- 15 Gun Collectors Committee
- 16 Committee on Hearings
- 17 High Power Rifle Committee
- 18 Hunting & Wildlife Conservation Committee
- 19 Law Enforcement Assistance Committee
- 20 Legal Affairs Committee
- 21 Legislative Policy Committee
- 22 Membership Committee
- 23 Military & Veterans' Affairs Committee
- *24 Nominating Committee
- 25 Outreach Committee
- 26 Pistol Committee
- 27 Protest Committee
- 28 Public Affairs Committee

- 29 Publications Policies Committee
- 30 Range Development Committee
- 31 Shotgun Committee
- 32 Silhouette Committee
- 33 Smallbore Rifle Committee
- 34 Sport Shooting Committee
- 35 Women's Policies Committee
- 36 Youth Programs Committee
- * (Elected by the Board of Directors)

NRA SPECIAL COMMITTEES

- 37 Hospitality Committee
- 38 Jeanne E. Bray Memorial Scholarship Committee
- 39 Meeting Site Selection Committee
- 40 Special Committee on Operations
- 41 Special Committee on Banking
- 42 Special Committee on Security Operations

FUNDS

- SCF** Board of Trustees Special Contribution Fund
- NRACRDF** Board of Trustees NRA Civil Rights Defense Fund
- NRAF** Board of Trustees NRA Foundation

Annual Meetings

The Board of Directors establishes the time and place of the annual meeting. At the annual meeting, voting members and life members have an opportunity to present and vote to establish NRA policies. In addition, at the Board Meeting immediately following the annual meeting, NRA Officers are elected, the reports of Officers and Committees are received and evaluated, and the business of NRA is discussed. NOTE: Members are strongly encouraged to attend and participate in NRA's Annual Meeting.

NRA Staff

The staff of NRA perform a multitude of tasks in support of both organizational integrity and the advancement of philosophical objects. The more than 170+ various NRA programs function only through the dedication, diligence, and hard work of NRA staff.



SECTION XII

NRA Staff Photo

INDIVIDUAL NRA MEMBERSHIP

One of the most effective ways to stimulate interest and activity among your association members is to encourage individual NRA membership. Among numerous other benefits, NRA members can elect to receive one of the NRA's magazines (American Rifleman, American Hunter, America's 1st Freedom, or Shooting Illustrated), read NRA Legislative Bulletins, and use NRA information services for advice on hunting and shooting subjects. It has been found that such members are generally more active in activities.

Enrolling your State Association in the NRA Recruiting program can significantly aid your association's treasury. The program is free to join and provides your organization with a year round opportunity to raise money while strengthening the NRA. By becoming a NRA Recruiter, your association can earn up to \$25 for every membership sold. In addition, the NRA Recruiting Programs Department will provide the necessary materials to facilitate NRA membership recruitment.

To obtain an application for enrollment, please visit www.nra.org/Recruiter, email recruiter@nrahq.org, or call **(800) 672-0004**.

CLASSES OF NRA MEMBERSHIP

Annual

Individuals who are at least 18 years old can apply to become an Annual Member. Dues are \$45 for one year, \$75 for two years, \$100 for three years, and \$150 for five years.

Persons age 65 or older and disabled U.S. Veterans can apply to become special Distinguished Annual Members at discounted rates. Dues are \$40 for one year.

All Annual Members and Distinguished Annual Members will receive one of NRA's magazines. Persons who have five years of consecutive membership are eligible to vote in all NRA elections.

Junior

Persons 18 and under can qualify as Junior Members. Annual dues are \$15. Juniors aged 15 years or older are entitled to receive NRA's magazines.

Associate

Associate Members enjoy the same benefits as Annual Members, but cannot vote in NRA elections and do not receive any of NRA's magazines. Dues are \$10 per year.

Life

Life Members pay a one-time fee for membership. (The unused portion of an existing membership may be applied to the life membership fee.)

All Life Members are eligible to vote in all NRA elections provided they achieved Life Member status 50 days before an election.

Classes of life membership include Regular, Junior, Distinguished, and Disabled U.S. Veteran:

- **Regular Life Member** — membership fee of \$1,500.
- **Junior Life Member** — membership fee of \$550. (Available for youngsters who are 18 years and under. A Junior Life membership will automatically convert, without any additional payment of fees, to a standard Regular Life membership when the junior reaches 18 years old.)
- **Distinguished Life Member** — membership fee of \$750.
- **Disabled U.S. Veteran Life Member** — membership fee of \$750.

The membership fee may be paid in either monthly or quarterly installments using NRA's Easy Pay Life (EPL) program. Under this program, a fee of \$25 is paid each quarter toward the cost of membership. Life

membership credentials are not issued until the final EPL payment is made.

Contributory (Endowment, Patron, and Benefactor)

These contributory categories are designed for Life Members who wish to donate funds to the NRA over and above their regular life membership fee.

- **Endowment Member** — membership fee of \$2,500.
- **Patron Member** — membership fee of \$4,000.
- **Benefactor Member** — membership fee of \$5,500.

These memberships are “Patriot Life” categories, and life members are entitled to a credit based on the current value of whatever level of life membership they now hold. For example, a person who is already an Endowment Member (currently valued at \$2,500) would only need to pay an additional \$1,500 to reach the \$4,000 Patron Member level.

NRA Golden Eagles

This special category is an annual membership program in which members contribute a \$200 annual fee in support of numerous NRA educational, legislative, media, and outreach programs, including hunting and shooting programs, Refuse To Be A Victim® seminars, law enforcement training programs, Friends of NRA, the Eddie Eagle GunSafe® Program, etc. Golden Eagles members receive numerous benefits, including an annual subscription to one of NRA’s magazines. Golden Eagles memberships can be held as a sole membership or in addition to any of the Life Member categories.

Golden Eagles membership requires an annual contribution of \$200, which can be paid in quarterly installments of \$50. Installment members of the Golden Eagles must have fulfilled at least three-quarters of their membership commitment to qualify for full benefits.



SECTION XIII

NRA Staff Photo

MAKING NRA PROGRAMS WORK FOR YOUR ORGANIZATION

With over 170 programs, NRA General Operations is committed to providing opportunities to our affiliated clubs and associations at the grassroots level for education, the outdoors and firearm safety.

The information in this chapter is a sampling of the most frequently hosted programs offered by NRA hosted at the State Association level. A complete listing of all NRA program offerings can be found online at <https://explore.nra.org/>.

Contact us at (800) NRA-CLUB (672-2582), email at clubs@nrahq.org, or visit <https://explore.nra.org/programs/clubs/> for more information.

NRA Day

Brownells/NRA Day events provide adults, youth, families, hunters, sportsmen, competitors - literally everyone - the opportunity to come together under a formal program to learn, experience, share, and grow in appreciation of the shooting sports. The

event themes offered in the program are designed for discovery. They provide exposure to the many different activities available in shooting sports and offer participants the opportunity to explore them in a safe, controlled environment. The Brownells/NRA Day is a family event! Everyone can attend!

Visit <https://nraday.nra.org/web/default.aspx> to sign up to host an event today!

Range Services

NRA Range Services offers a number of resources to public and private ranges across the country including on-site assistance, educational seminars, grants and much more.

Visit <https://rangeservices.nra.org/>, email range@nrahq.org or call (877) NRA RANGE for more information.

Hunter Services

NRA released a free Online Hunter Education course in 2018. The 15-chapter, online sequence features attention-grabbing videos, eye-catching graphics and diagrams, interactive modules, audio recordings and dozens of action photos presented in appealing, easy-to-access components that provide the best method for teaching future hunters.

To take the NRA Hunter Education online course or learn more, visit <http://www.nrahe.org> Not available in your area? Contact your State Department of Fish and Game Agency to request NRA Online Hunter Education be accepted in your state. **<https://www.fws.gov/offices/statelinks.html>**.

More Information can be found online by visiting <https://explore.nra.org/interests/hunting/>

Women's Wilderness Escape

The NRA Women's Wilderness Escape provides women 18 and older with weekend and week-long adventures to experience the softer side of firearm education with exposure to a wide variety of shooting sports activities and an array of enticing hunting and

outdoor related activities. Whether you are a novice or a seasoned outdoor enthusiast, it's an experience that will prepare you for your next adventure! Sign up today by visiting <https://www.nra.org/>

Youth Hunter Education Challenge

NRA's Youth Hunter Education Challenge (YHEC) provides a fun environment for kids 18 and under to improve their hunting, marksmanship and safety skills. Through its simulated hunting situations, live fire exercises, educational and responsibility events, YHEC helps build upon skills learned in basic hunter education courses and encourages safer, lifelong hunting habits.

From rifle, bow and muzzleloader shooting at life-sized targets, to wildlife identification, map and compass orienteering and more, YHEC participants can get hands-on training in eight skill areas, giving them expertise in all methods of take and all types of game.

Help the NRA build the next generation of hunters and bring the Youth Hunter Education Challenge to your community. Many clubs, groups, organizations and individuals across the country proudly host YHEC events each year. If you'd like to host an event in your community, all it takes is an appropriate location, an organizational skill or two, and the ability to obtain a resource of volunteers to help conduct the event.

Visit <https://yhec.nra.org/> for more information.

Education & Training

The NRA is recognized nationally as the gold standard for safe firearm training, developing millions of safe, ethical, responsible shooters and instructors. Whether you're a new gun owner in search of training, or an experienced marksman looking to support others, the NRA has a course for you.

From beginner shooter to developing competitor, the NRA Training Department develops safe, ethical, responsible shooters through a network of some

115,000 instructors who conduct basic training and Range Safety Officers who run safe shooting ranges. NRA's Training Counselors recruit and train instructors to teach NRA's basic firearm courses. NRA Coaches, in turn, develop competitors at the club, high school, collegiate and national levels.

More information on the variety of programs offered for training opportunities can be found online at <http://training.nra.org/>, www.nrainstructors.org or by emailing them at training@nrahq.org

Youth Programs

The NRA helps America's adult leaders and national youth serving organizations such as the Boy Scouts of America, Royal Rangers, National High School Rodeo Association, 4-H, USA Shooting, Junior ROTC, American Legion, VFW and the Safari Club International, to set up shooting programs. These programs introduce first time or intermediate shooters to a lifetime of recreational and competitive opportunities. In addition, NRA Instructor Courses and Training Counselor Workshops are offered throughout the year, resulting in clubs, ranges and youth organizations having a cadre of NRA trainers to run safe, well organized shooting sports programs for all. Programs that are available from the NRA Youth Programs are the Winchester/NRA Marksmanship Qualification Program, which provides both adults and youth the opportunity to experience the shooting sports at all levels of shooting; NRA National Youth Shooting Sports Ambassadors Program; and the NRA Outstanding Achievement Youth Award.

To find out how to participate in the many programs that are available, or how to get youth activities in your club, visit <http://youth.nra.org/>

Refuse To Be A Victim®

Improve your personal safety strategies with NRA's Refuse To Be A Victim® Program. Experts agree that the single most important step toward ensuring your personal safety is making the decision to refuse to be

a victim. That means that you must have an overall personal safety strategy in place before you need it. Through a four-hour seminar (shorter presentations are available) called Refuse To Be A Victim®, you can learn the personal safety tips and techniques you need to avoid dangerous situations and avoid becoming a victim.

Hundreds of federal, state, and local law enforcement officials across the country have implemented Refuse To Be A Victim® into their crime prevention and community policing initiatives.

For more information, visit <http://refuse.nra.org/>

Eddie Eagle GunSafe® Program

The Eddie Eagle GunSafe® Program teaches children in pre-K through third grade four important steps to take if they find a gun. These steps are presented by the program's mascot, Eddie Eagle, in an easy-to-remember format consisting of the following simple rules:

Anyone may teach The Eddie Eagle GunSafe® Program, and NRA membership is not required. The program may be readily incorporated into existing school curriculum, taught in a one- to five-day format, and used to reach either levels or simply one or two grades. Materials available through this program are: student workbooks, 7-minute animated DVD, instructor guides, brochures, and student reward stickers. Program materials are also available in Spanish.

For more information visit <http://eddieeagle.nra.org/>

Gunsmithing

NRA short term gunsmithing schools offer courses on topics such as general gunsmithing, bluing, stockmaking, checkering, engraving, and parkerizing. More specialized courses focus on topics such as accurizing the AR-15 rifle; accurizing varmint rifles; fine tuning single-action revolvers and long guns for cowboy shoots; accurizing the Colt Model 1911 pistol;

and English Gunsmithing. Law enforcement armorer classes are also offered.

Learn more about available gunsmithing schools at <http://www.nragunsmithing.com/>

Women's Programs

Women from across the country and from all walks of life are expressing an increased interest in their personal safety, in firearms, and in firearm training. They are experiencing the empowerment of taking responsibility for themselves. NRA Women's Programs has developed and conducts events for women, by the women of the NRA. Whether a woman's interest is in gun safety, gun knowledge, marksmanship, hunting, recreational or competitive shooting, or personal safety and crime prevention, the NRA has a variety of programs and activities that encourage female participation at all skill levels.

Discover all the NRA is doing for women by visiting <https://explore.nra.org/interests/womens-interests/>

NRA Staff Photo



FIELD OPERATIONS DIVISION

As a part of the Office of Advancement, the Field Operations Division implements and manages grassroots fundraising to benefit the NRA Foundation through the Friends of NRA program and assist in providing effective delivery and promotion of NRA programs and initiatives to NRA members, affiliated organizations, and the American public.

The Division works to:

- Provide a consistent presence and a tangible communications link for NRA at the state and local level. Recruiting, training, and mobilizing Friends of NRA committees and volunteers to serve as grassroots networks to promote and service NRA programs and initiatives.
- Provide information on NRA Foundation grants to help State Associations that promote and support the purposes, objectives, policies, and programs of NRA.
- Visit local clubs and associations to promote the benefits of NRA affiliation and other NRA programs.
- Recognize and reward Friends of NRA committees and other volunteers that meet achievement award standards.

Field Representatives

State Associations desirous of becoming more involved in NRA Grassroots programs, raising funds for local shooting sports projects, or in obtaining speakers for State Association or Club meetings, may contact their area NRA Field Representative. Among their many duties, Field Representatives are responsible for recruiting and training volunteer committees to organize and administer Friends of NRA events.

For information on how to contact your local Field Representative, call (800) 672-3888, Ext. 1340 or visit www.friendsofnra.org.



SECTION XIV

NRA Staff Photo

NRA GRANT PROGRAMS

NRA offers direct financial support to State Associations through three distinct grant programs: NRA Foundation Grants, State Association Grants, and Range Grants. Foundation Grants are funds raised through Friends of NRA that are earmarked to be returned to the state of origin. State Association Grants are dispersed for purposes that will improve or enhance State Associations. Range Grants are to be used for the construction of new ranges or improvements to existing ranges.

State Association Grants

The NRA Clubs and Associations administers grants for projects dedicated to the growth of State Associations. Examples of such projects that qualify under this criterion would be: youth training programs, computer equipment or software and membership recruitment programs. The deadline for applications is August 1 annually.

Contact: NRA Clubs and Associations Dept.

Attn: National Manager

11250 Waples Mill Road

Fairfax, VA 22030

Phone: (800) 672-2582

Email: clubs@nrahq.org

Web: <https://stateassociations.nra.org/>

The NRA Foundation Grants

The NRA Foundation Grants support communities by funding programs such as Boy Scouts of America, 4-H, FFA, Jaycees, local clubs, educational

institutions, associations and police departments in the areas of training, education and safety as well as supporting programs for wildlife and natural resource conservation.

The NRA Foundation is a 501 (c)(3) tax-exempt organization that raises tax-deductible contributions to support qualified educational, training, and developmental programs. The Friends of NRA program raises money through dinners and auctions. Half of the monies raised are utilized by The NRA Foundation nationally, with the other half invested in the state in which the money was raised. Each state has a Friends of NRA State Fund Committee that review grant applications and recommends grant funding to The NRA Foundation's Board of Trustees for final review.

For more information about grants or to apply online visit www.nrafoundation.org/grants.

NRA Range Grants

Qualifying 100% NRA membership clubs can apply for range grants up to \$5,000 per year for improvements and/or the development of shooting ranges. Range Grant funds are made available at the NRA's sole discretion to qualifying NRA-affiliated clubs and associations by approval of the Range Development Committee – a standing committee of the NRA Board of Directors. The Range Grant Subcommittee reviews grant applications from qualifying NRA affiliates, and it submits recommendations to the Range Development Committee for approval. Range Grants will be awarded concurrent with the fall NRA Board of Directors meeting.

At the NRA's sole discretion, grants are awarded to qualifying NRA affiliates to assist with acquisition, development and improvement of shooting facilities.

Range grant applications are due on August 1st of each year. To apply online, visit <https://rangeservices.nra.org/funding-grants/> or contact NRA Range Services at range@nrahq.org or (877) NRA RANGE.



SECTION XV

NRA Staff Photo

NRA's INSTITUTE FOR LEGISLATIVE ACTION

GRASSROOTS DIVISION

The Grassroots Division serves as the information distribution system for NRA-ILA. This division distributes printed materials ranging from state brochures to legislative fact sheets to NRA members and the general public across the nation, to ensure accurate information is disseminated to help dispel the misinformation used by anti-gun proponents. Without this service, the effectiveness of all NRA activists would be greatly reduced.

In addition, the Grassroots Division provides a communications early warning system by operating phone banks, transmitting email and fax alerts, and publishes a newsletter, Freedom's Voice to inform members of impending legislative or electoral activities. This function is vital, especially in instances where threats rise quickly with little time to organize a proper response.

The division also conducts regional Grassroots Election Workshops throughout the nation. These efforts have helped increase the impact of gun owners at the polls and helped elect more pro-gun legislators.

FEDERAL AFFAIRS DIVISION

The Federal Affairs Division functions as NRA's lobbying arm on Capitol Hill. The defeat of anti-gun legislation and the promotion of legislation that enhances Second Amendment freedoms are its primary focus. Face-to-face issue advocacy is the principal tool of the Federal Affairs Division, building and maintaining relationships with legislators and staff. Sound legislative analysis and factual information are used to assist allies in communicating their positions and in persuading legislators to oppose anti-gun legislation.

NRA-ILA's federal liaisons also work directly with federal officials whenever possible to protect the interests and rights of gun owners from regulatory threats.

The division also takes a hands-on role in congressional elections, working with pro-gun candidates and with NRA members and activists to build electoral support for those candidates. This includes assistance with grassroots organizations, and working with the NRA Political Victory Fund regarding contributions and other expenditures.

STATE AND LOCAL AFFAIRS DIVISION

The State and Local Affairs Division is the first line of defense in the state legislatures, county commissions, and city councils throughout the United States.

State and Local Affairs maintains direct contact with legislators and serves as the primary representative for gun owners in all 50 states and Puerto Rico. The division works to hold back the never-ending stream of anti-gun legislation and to press for passage of laws that protect and expand the rights of gun owners. State and Local Affairs staff members work closely with State Associations and activists to track legislation, rally grassroots support, and influence the legislative process. Over the past few years, this division has made great strides in promoting "Castle Doctrine" laws and Right-To-Carry laws, protecting hunters from harassment, and shooting ranges from regulatory attack.

State and Local Affairs staff also work directly with pro-gun candidates helping them deal with the attacks of anti-gun opponents and media. This work is done in conjunction with State Associations' to help to elect state legislators and local officials who respect the rights of gun owners.

CONSERVATION, WILDLIFE AND NATURAL RESOURCES DIVISION

The threat to hunters in America is significant, with two major areas of concern: loss of hunting lands and loss of hunting rights. The first part is a function of changing and shortsighted conservation policies. The second is the result of activities of animal rights extremists.

NRA-ILA formed the Conservation, Wildlife and Natural Resources Division specifically to deal with these twin threats. NRA-ILA has appointed a manager of hunting policy with the specific mission of expanding hunting seasons, removing unnecessary regulations, challenging exorbitant fees, and opening new hunting lands, working at both the federal and local levels, NRA-ILA works directly with fish and wildlife officials to ensure that hunting remains a vital tool of wildlife management and that lands remain open to hunting. Additionally, this Division works to see that regulations designed to protect species are written responsibly and are based on sound science.

The animal rights extremist movement has become increasingly vocal and at times violent over the past 50 years. A few years ago, these misinformed people adopted a new tactic of disrupting lawful hunting by going into the field and woods during hunting seasons to frighten game.

RESEARCH AND INFORMATION DIVISION

The Research and Information Division serves as the primary repository of information for the other divisions of NRA-ILA and for activists around the country.

The division provides fact sheets on current firearms-related issues, as well as federal and state legislative proposals. Research and Information also makes available accurate and up-to-date information activists need to effectively counter the misinformation produced by the anti-gun movement and spread by much of the media. This includes distributing magazine and law journal reprints, NRA-ILA brochures covering key issues, and other printed material that provides answers to tough questions.

Firearms related fact sheets, articles and other firearm related materials are available online at www.nraila.org.

FISCAL DIVISION

The NRA-ILA Fiscal Division serves the vital function of raising the money that NRA-ILA and The NRA Political Victory Fund must have to be successful in fighting to protect the rights of gun owners.

Fundraising is a key part of Fiscal's role, but they also provide expert management of these resources and ensure NRA complies with all tax and elections laws not only at the federal level, but also in each of the 50 states.

EXTERNAL AFFAIRS DIVISION

This Division monitors threats to our gun rights in the international community. By monitoring the activities of the U.N. and other international organizations, External Affairs is in the forefront in making NRA's voice heard on any matters of interest and protecting American's Second Amendment rights from foreign intrusion.



NRA Staff Photo

MEMBER INFORMATION & BENEFITS

MEMBERSHIP ACCOUNT INFORMATION . . . (877) 672-2000

NRA Headquarters 703) 267-1000

INTERNET ADDRESS nra.org

MEMBER SERVICE (800) 672-3888

NRASTORE.COM (888) 607-6007

5-STAR MEMBER BENEFITS

For Member discounts and special offers visit . . . Benefits.NRA.org

INSTITUTE FOR LEGISLATIVE ACTION

Grassroots/Legislative Hotline (800) 392-8683

OFFICE OF ADVANCEMENT/

GIFT PLANNING (877) NRA-GIVE

THE NRA FOUNDATION (800) 423-6894

NRA INSTRUCTOR/COACH FIREARM TRAINING (703) 267-1500

EDDIE EAGLE GUNSAFE PROGRAM (800) 231-0752

REFUSE TO BE A VICTIM (800) 861-1166

RECREATIONAL PROGRAMS (703) 267-1511

NRA AFFILIATED CLUBS (800) NRA-CLUB

RANGE SERVICES (877) 672-7264

COMPETITIVE SHOOTING (877) 672-6282

LAW ENFORCEMENT (703) 267-1640

FRIENDS OF NRA (703) 267-1342

NRA MUSEUMS/GUN COLLECTOR PROGRAMS (703) 267-1600

SHOWS & EXHIBITS (866) 343-1805

MEDIA RELATIONS (703) 267-1595



STATE ASSOCIATIONS

Alabama Rifle & Pistol Ass'n
jmoses1936@gmail.com

Alaska Outdoor Council
www.alaskaoutdoorcouncil.org

Arizona State Rifle & Pistol Association
www.asrpa.com

Arkansas Rifle & Pistol Ass'n
arkansasrifle.com

California Rifle & Pistol Association
www.carpa.org

Colorado State Shooting Ass'n
cssa.org

Connecticut State Rifle & Revolver Ass'n.
thecsrra.org

Delaware State Sportsmen's Ass'n.
dssa.us

Florida Sport Shooting Ass'n.
flssa.org

Georgia Sport Shooting Ass'n.
gssainc.org

Hawaii Rifle Association
www.hawaiirifleassociation.org

Idaho State Rifle & Pistol Association
www.idahosrpa.org

Illinois State Rifle Ass'n. Inc.
isra.org

Indiana State Rifle & Pistol Ass'n. Inc.
isrpa.org

Iowa Firearm Coalition
lowafc.org

Kansas State Rifle Ass'n.
ksraweb.org

League of Kentucky Sportsmen Inc.
kentuckysportsmen.com

Louisiana Shooting Ass'n.
louisianashooting.com

Maine Rifle & Pistol Ass'n. Inc.
mainerpa.org

Maryland State Rifle & Pistol Ass'n.
msrpa.org

Goal (Massachusetts)
goal.org

Michigan Rifle & Pistol Ass'n.
michrpa.org

Minnesota Rifle & Pistol Association
www.mrra.org

Mississippi Gun Owners Ass'n.
msgo.com

Missouri Sport Shooting Ass'n.
missourisportshooting.org

Montana Rifle & Pistol Association
www.mtrpa.org

Nebraska Marksmanship Ass'n.
nemarksmanship.com

Gun Owners Of New Hampshire Inc.
gonh.org



Evin Oneale for Idaho Fish and game

Ass'n. Of New Jersey Rifle & Pistol Clubs Inc.

anjrpc.org

New Mexico Shooting Sports Ass'n. Inc.

nmssa.org

New York State Rifle & Pistol Ass'n. Inc.

nysrpa.org

Nevada Firearms Coalition

www.nvfac.org

North Carolina Rifle & Pistol Ass'n.

ncrpa.org

North Dakota Shooting Sports Association

www.ndssa.org

Ohio Rifle & Pistol Ass'n.

orpa.net

Oklahoma Rifle Ass'n. Inc.

oklarifle.com

Oregon State Shooting Association

www.ossa.org

Pennsylvania Rifle & Pistol Ass'n.

pennarifleandpistol.org

Gun Rights and Safety Association of Puerto Rico

www.grsapr.org

Rhode Island 2nd Amendment Coalition

ri2nd.org

Gun Owners of South Carolina

gosc.org

South Dakota Shooting Sports Association

www.sdsshootingsports.org

Tennessee Shooting Sports Ass'n. Inc.

Tennesseeshootingsportsassociation.org

Texas State Rifle Ass'n.

tsra.com

Utah State Rifle & Pistol Association

Usrpa.org

Vermont Federation Of Sportsmen's Clubs Inc.

vtfsc.com

Virginia Shooting Sports Ass'n.

myvssa.org

Washington State Rifle & Pistol Association

Wsrpa.org

West Virginia State Rifle & Pistol Ass'n.

wvasrpa.org

Wisconsin Firearm Owners, Ranges, Clubs & Educators

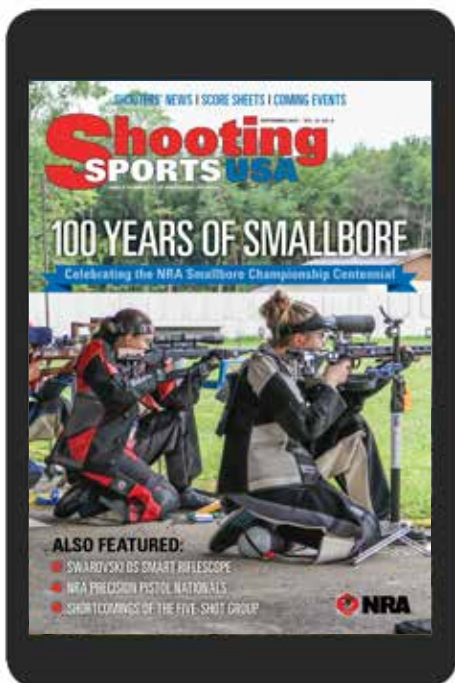
wisconsinforce.org

Wyoming State Shooting Association

www.wyossa.com

NOTES

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