

Exhibit 38

The National Hunting & Shooting Sports ACTION PLAN

Key Facts about Hunting & Shooting Sports

- In the U.S., there are 13.7 million hunters, 20.2 million target shooters and 18.9 million archery participants:
 - Generates \$110 billion dollars of economic activity annually
 - Creates nearly 866,000 jobs annually
 - Contributes approximately \$800 million through federal excise taxes on equipment to fund fish and wildlife conservation, open recreational access and provide safety education annually
- Since 1980, the number of hunting and shooting sports participants has been declining overall.
- This means fewer hunting license sales for state wildlife agencies, fewer economic dollar outputs, fewer jobs, fewer resources for fish and wildlife conservation and other impacts.



The ACTION PLAN

Never before--on a national scale--have state wildlife agencies, NGOs, the shooting and hunting industries and others come together in strategic partnership to tackle the declining numbers of hunters and shooting sports participants.

- The **National Recruitment Plan**, lead by the Council to Advance Hunting & the Shooting Sports, is intended to:
 - Increase participation in hunting, archery and target shooting.
 - Increase support for hunting and the shooting sports.
 - Ensure the viability of hunting and shooting sports in the U.S.
 - Continued financial support for our nation's wildlife resources;
 - Continued participation of our nation's hunting and recreational shooting sports tradition; and,
 - Continued viability of our hunting and shooting sports industries.
- The **National Recruitment Plan** will:
 - To assist state wildlife agencies by identifying recruitment strategies which have successfully produced new or more avid participants.
 - Recommend multiple-stage recruitment strategies which efficiently target traditional and new audiences.
 - Identify and prioritize resources and expertise among the national recruitment plan community and highlight opportunities for strategic partnerships.

THE MULTISTATE CONSERVATION GRANT PROGRAM: ANNUAL SELECTION CYCLE



1

JANUARY

AFWA solicits National Conservation Needs (NCNs) – state conservation funding priorities for the following year.

2

FEBRUARY

AFWA and regional associations submit proposed NCNs.

3

MARCH

AFWA's National Grants Committee reviews the NCNs, recommends funding priorities to state agency directors, who then approve the cycle's NCNs.

6

JUNE-AUGUST

The National Grants Committee invites high-ranking applicants to submit full grant proposal, which are due in August.

5

MAY

AFWA and regional association committees review and rank the LOIs and send their scores to the National Grants Committee for review.

4

APRIL

AFWA solicits "Letters of Intent" or mini-proposals to address the selected NCNs, which are due in May.

7

SEPTEMBER

The National Grants Committee reviews the proposals and prepares its priority list of projects for funding, which is then approved by state directors.

8

OCTOBER-NOVEMBER

AFWA submits its priority list of projects to the USEWS, the Service publishes the list in the Federal Register.

9

DECEMBER

The USFWS awards the grants and AFWA prepares to begin the following year's funding cycle.

The Multistate Conservation Grant Program is funded through the Wildlife and Sportfish Restoration Program thanks to the financial contributions of the hunting, archery, shooting sports, fishing and boating industries and purchases by America's sportsmen and women. The Multistate Conservation Grant Program is co-administered by the Association of Fish & Wildlife Agencies and the U.S. Fish & Wildlife Service.



Multistate Conservation Grant Program (MSCGP)

-- created through the --

2000 - Wildlife and Sport Fish Restoration Programs Improvement Act

What was the original intent behind creating the MSCGP within Pittman-Robertson (PR) / Dingell-Johnson legislation (DJ)?

- To ensure state wildlife agencies maintained state authority and control over the direction of the funds, as intended by Congress. *Funds previously controlled by USFWS
- To provide funds to address priority needs (national conservation needs) of the state wildlife agencies that are beyond the scope and capabilities of a single state.

What are the basic administrative components of the MSCGP?

- \$6,000,000 million is available annually for MSCGP projects - \$3,000,000 per PR / DJ.
- MSCGP priority needs (national conservation needs) are identified by the state wildlife agency directors.
- MSCGP projects are reviewed and approved by the state wildlife agency directors.
- The program is cooperatively administered through the U.S. Fish & Wildlife Service (USFWS) and the Association of Fish & Wildlife Agencies (Association) for the states.

Can any project or entity receive funding through the MSCGP?

- State agencies, Nongovernment Organizations, and Universities are eligible to receive funds.
- The legislation strictly prohibits any organization that in whole or in part encourage or promote anti-hunting and anti-trapping activities from receiving funds. Any organization found to be in violation will return all funds and be subject to penalties under law.
- Projects and applicants are carefully screened through a multi-step application process (detailed on back -MSCGP process chart).

How do state wildlife agencies maintain control of the MSCGP funds?

- The MSCGP process is managed through a National Grants Committee comprised of state wildlife agency directors only.
- Recommended projects for awarding must be approved by a majority of the 50 state wildlife agency directors at the Association's annual meeting.

Fewer people are hunting and shooting ... Here's what we intend to do about it.

The problem

Since the 1980s, the number of hunting and shooting sports participants have been declining. If the trend continues, the ability of agencies, industry and nongovernmental organizations to conserve wildlife hangs in the balance — license fees and excise taxes on hunting and sporting arms represent the primary funding for conservation of all wildlife.

Each year, conservation organizations, wildlife agencies and representatives from the hunting and shooting-sports industry spend \$30 million to recruit, retain and reactivate hunters and shooting-sports enthusiasts. The number of people who hunt and shoot should be increasing. But in many cases it's not. American culture is changing. Urban areas continue to grow, and people are becoming over-scheduled and ever more disconnected from the food chain. The face of society is changing, so the face of hunters and shooting sports enthusiasts must change with it.

Despite the dedication of those working diligently to recruit, retain or reactivate hunters and shooting-sports enthusiasts, the downward trend continues. Most programs are short-term recruitment events for novices — usually youth, and tend to draw participation from populations already likely to participate in hunting and the shooting sports. One-off programs simply do not provide the social support or repeated experiences necessary for a person to identify as a hunter or shooting-sports enthusiast. Without coordination among stakeholder groups, program managers are spread too thin. Industry representatives, wildlife agencies and conservation groups frequently duplicate each others' efforts and compete for limited resources.

The opportunity

But from the crucible of crisis innovation emerges — to ensure that wildlife conservation remains fueled by hunters and shooting sports enthusiasts. The decline among hunting and shooting sports enthusiasts represents an opportunity to evaluate and refine what program managers are already doing, with the goal of better collaboration. It is imperative for stakeholders to reduce duplication of effort and competition for resources across industry, wildlife agencies and conservation groups.



**COUNCIL
TO ADVANCE
HUNTING AND
THE SHOOTING
SPORTS**



By the numbers

- 13.7 million hunters
- 20.2 million target shooters
- 18.9 archery participants
- Hunting and target shooting support 866,000 jobs annually
- Hunting and target shooting generate \$110 billion of economic activity annually

Recruitment, retention and reactivation efforts

- More than 400 nationwide
- \$30 million spent annually by wildlife agencies alone
- Opportunity for better-coordinated efforts

Success is in our sights

The Wildlife Management Institute, the Council to Advance Hunting and the Shooting Sports, and a workgroup of experts (representing a cross-section of agencies, conservation and shooting-sports nongovernmental organizations and representatives from industry) are developing an action plan to reverse the decline in participation in cooperation with state wildlife agencies and conservation organizations. Its goals are to:

- increase participation among hunters and shooting sports participants
- increase support for hunting and the shooting sports.

Success will result in the continued viability of hunting and the shooting sports, and ensure wildlife conservation continues to be primarily funded by hunters and shooting-sports enthusiasts.

The action plan

Based on the expertise of the nation's most innovative experiential hunting and shooting program managers, the action plan allows stakeholders to maximize and coordinate their efforts to recruit, retain and reactivate hunters and shooting sports enthusiasts.

It will identify which recruitment, retention and reactivation strategies successfully produce new or more avid participants – those from traditional audiences and those from groups that have been previously ignored or under-addressed.

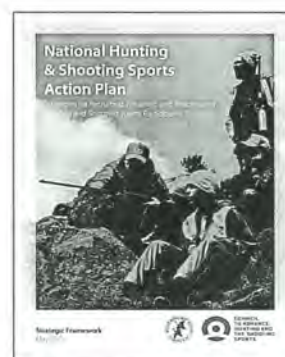
The action plan will reveal and map multiple-stage recruitment strategies to efficiently target traditional and, most critically, non-traditional audiences.

The action plan will identify and prioritize the abundance of resources and expertise among recruitment, retention and reactivation stakeholders. This is critical. Never before have the available talents, resources, volunteers and funding been strategically aligned to maximize return on investment.

It will also identify opportunities for strategic partnerships among agencies, conservation/shooting sports organizations and industry representatives. Each stakeholder's complementary talents, resources and expertise will be leveraged for greater effectiveness in reducing threats and increasing participants.

How you can help

- Support your agency's efforts to evaluate the effectiveness of all recruitment, retention and reactivation efforts
- Empower program managers to form strategic partnerships with industry and conservation partners



For more information

For the entire report ("National Hunting & Shooting Sports Action Plan – Strategies for Recruiting, Retaining and Reactivating Hunting and Shooting Sports Participants"), see shootingcouncil.org.

Plan development workgroup co-chairs:

Matt Dunfee

Wildlife Management Institute
mdunfee@wildlifemgt.org

John Frampton

President and CEO
Council to Advance Hunting and the Shooting Sports
jframpton@fishwildlife.org

Fewer hunters and shooting sports enthusiasts puts wildlife conservation at risk ...

Here's what we intend to do about it.

The problem

Hunters and shooting sports enthusiasts provide 80 percent of funding for all wildlife species (not just big game). Since 1937, hunters and target shooters have been the primary source of funding for wildlife conservation through license fees and an excise tax on sporting goods (made possible through the hunting and sporting arms industry).

Since the 1980s, participants in hunting and the shooting sports have been declining, resulting in less funding for conservation.

If the downward participation trend continues, it will result in diminished capacity to conserve species cherished by hunters and all outdoor enthusiasts. The threat is real. But from the crucible of crisis opportunity emerges — to ensure that wildlife conservation remains fueled by hunters and shooting sports enthusiasts.

The opportunity

Hunters and wildlife enthusiasts are understandably proud of their regions' diverse and thriving wildlife populations. Abundant wildlife is not only prized by hunters, but appeals to tourists and contributes to locals' perceptions of quality-of-life.

As the number of hunters and shooting sports enthusiasts continues to decline, wildlife agencies have committed \$30 million annually to recruit, retain or reactivate hunters and shooting-sports enthusiasts. Combined with similar efforts by industry and conservation organizations, there are more than 400 programs nationwide for potential new hunters and shooting sports enthusiasts. But American culture is changing. Urban areas continue to grow, and people are becoming ever more disconnected from the food chain and over-scheduled. The face of society is changing, so the face of hunters and shooting sports enthusiasts must change with it.



**COUNCIL
TO ADVANCE
HUNTING AND
THE SHOOTING
SPORTS**



By the numbers

- 13.7 million hunters
- 20.2 million target shooters
- 18.9 archery participants
- Hunting and target shooting support 866,000 jobs annually
- Hunting and target shooting generate \$110 billion of economic activity annually

Recruitment, retention and reactivation efforts

- More than 400 nationwide
- \$30 million spent annually by wildlife agencies alone
- Opportunity for better-coordinated efforts

The action plan

As organizations keenly interested in promoting wildlife conservation, the Wildlife Management Institute and the Council to Advance Hunting and the Shooting Sports are developing an action plan to reverse the decline in participation among hunters and target shooters.

The organizations assembled a development workgroup of experts (representing a cross-section of agencies, conservation and shooting-sports organizations and representatives from industry) to coordinate and optimize efforts to recruit, retain and reactivate hunters and shooting sports enthusiasts.

It will inventory current efforts, coordinate resources and develop customizable toolkits for agencies, conservation organizations and industry partners. The plan will result in effective, proven strategies and tools to create more hunters and shooting-sports participants, especially among non-traditional audiences.

Stakeholders who adopt the plan will increase participation among likely hunters and shooting sports participants, and see a groundswell of support from unlikely allies in the community. The action plan represents a make-or-break moment for the future of wildlife conservation. Never before have the available talents, resources, volunteers and funding been strategically aligned.

Who we are

The plan is a result of a collaboration between two non-profit organizations, the Council to Advance Hunting and the Shooting Sports (**shootingcouncil.org**) and the Wildlife Management Institute (**wildlifemanagementinstitute.org**). Both organizations recognize the role of hunters and other outdoorspeople in advocating for (and funding) the conservation of wildlife and habitat.

For more information

For the entire report ("National Hunting & Shooting Sports Action Plan – Strategies for Recruiting, Retaining and Reactivating Hunting and Shooting Sports Participants"), see **shootingcouncil.org**.

Plan development workgroup co-chairs:

Matt Dunfee
Wildlife Management Institute
mdunfee@wildlifemgt.org

John Frampton
President and CEO, Council to Advance
Hunting and the Shooting Sports
jframpton@fishwildlife.org

How you can help

- Share with your constituents the urgency of reversing the decline among hunters and shooting-sports participants (and its potential effect on wildlife conservation)
- Provide financial support
- Facilitate publicity for the coordinated action plan effort
- Foster political support
- Identify non-traditional (or underserved) audiences for recruiting potential hunters and shooting sports enthusiasts

