

Supplement to the ARRL STRATEGIC PLAN 2016-2020

Submitted to the ARRL Board of Directors

By the Strategic Planning Working Group

December 11, 2015

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Tactics: Suggested and Existing

It takes strategy and tactics to advance the organization. To accomplish the goals in the Strategic Plan, the Working Group has compiled the following suggested tactics and existing activities. While not a formal part of the Strategic Plan, it is our hope that the suggested tactics will result in future action plans that will be developed and implemented.

The matrix lists the tactics on the vertical axis in the order of their primary goals and initiatives. The horizontal axis identifies each goal related to a tactic with an “X.” The “Funding Estimate” column identifies the cost level for each tactic as No cost; Low cost <\$10k; Medium cost \$10k-\$25k; and High cost >\$25k. “U” indicates unknown or unable to estimate.

			Grow Amateur Radio worldwide.	Increase the vitality of Amateur Radio.	Keep Amateur Radio accessible to all.	Advance Amateur Radio science and technology.	Organize and train volunteers to serve their communities by providing public service and emergency communications.	Practice good governance and organizational management.
	Status	Funding Estimate	GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5	GOAL 6
1.1.1: Recruit new radio amateurs from external communities as well as the historical sources of new radio amateurs.	Improve	L	X					
1.1.2: Focus on technical knowledge and educational opportunities to grow Amateur Radio.	Improve	N	X	X				

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1.1.3: Collaborate with other groups, such as scouts and DIY communities, to develop and disseminate outreach materials.	Improve	L	X	X				
1.2.1: Use diverse media, messaging, and materials to increase public awareness of the Amateur Radio Service.	Improve	M	X	X				X
1.2.2: Provide training and education services for communication techniques to non-amateurs as a service and means of recruiting.	Proposed	H	X	X		X		
1.3.1: Support the IARU and continue as its International Secretariat.	Ongoing	H	X					
1.3.2: Educate ARRL members and prospective members about the value of ARRL's support of the IARU and related global organizations.	Improve	N	X	X				
1.3.3: Develop training programs accessible to worldwide Amateur Radio organizations.	Proposed	H	X					

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1.3.4: Host workshops for regulators and policy makers from other countries to share our experience in building an effective and reliable population of Amateur Radio operators.	Ongoing	M	X	X				
1.3.5: Build international support for unique and protected Amateur Radio frequency allocations worldwide.	Ongoing	H	X					
1.4.1: Continue ARRL's education outreach project to introduce schools, teachers, and students to Amateur Radio as an instructional resource and to provide a curriculum focused on wireless technology literacy (ARRL Education & Technology Program, and ARRL Teachers Institute on Wireless Technology).	Ongoing	H	X	X		X		

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1.4.2: Continue to support Amateur Radio on the International Space Station, our cooperative venture with NASA and AMSAT, as an educational opportunity for students, teachers, and the general public to learn about space exploration, space technologies, and wireless & satellite communications.	Ongoing	H	X	X	X	X		
2.1.1: Ensure ARRL services and products are affordable, financially viable, and beneficial to members.	Ongoing	N	X	X		X		
2.1.2: Continue to publicize and support popular, existing membership benefits such as the ARRL.net E-mail Forwarding Service, and free license renewal assistance.	Ongoing	N		X	X			

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2.1.3: Maintain a suite of affinity benefit programs and partnerships as value-added membership benefits (equipment insurance, rewards credit card, discount home & auto insurance); consider additional benefit programs.	Ongoing	N		X	X			
2.1.4: Regularly survey and poll members to identify their needs and opinions on a broad range of ARRL issues.	Ongoing	M		X	X			
2.1.5: Promote diversity within ARRL and Amateur Radio by engaging members in diversity-related topics, and by increasing the visibility of underrepresented populations (women, youth, minorities) in the association’s publications, marketing, and communications.	Improve	L		X	X			
2.1.6: Expand our use of social media and web forums to engage members, prospective members, and the general public.	Improve	M		X	X	X		

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2.1.7: Establish ways our members can access and enjoy ARRL and Amateur Radio history, including photos and objects (member-centric outputs derived from the Historic Preservation Fund/Project).	Ongoing	M		X	X			
2.2.1: Ensure the continuing success of <i>QST</i> , the official journal of ARRL, as a highly valued membership benefit.	Ongoing	N		X	X			
2.2.2: Expand content delivery, including interactive content, across all platforms.	Improve	H		X	X	X		
2.2.3: Continue to develop and improve print and digital publishing competencies.	Ongoing		X	X	X			
2.2.4: Continue and expand our support for timely news and newsletters, including ARRL News, the ARRL Letter, and other e-newsletters.	Improve	M	X	X	X			

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2.2.5: We will maintain the impartiality of <i>QST</i> Product Reviews.	Ongoing	N		X		X		
2.2.6: Expand the use of webcasts and videos to disseminate information to ARRL members.	Improve	M	X	X		X		
2.3.1: Create non-competitive programs to get people on the air. Recent examples include operating events such as the Centennial QSO Party and 2016 National Parks on the Air.	Ongoing	L	X	X	X			
2.3.2: Create a merit badge-like certification program that encourages individual knowledge and skills development, and a sense of belonging. Rigorously track and reward participation, achievement, and identification of completion levels.	Proposed	L	X	X	X	X		
2.3.3: Strengthen existing and develop new resources for beginners and related educational activities and partnerships with other special-interest groups.	Improve	U	X	X	X	X		

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2.3.4: Build a defined and rigorous mentoring program and provide better assistance and structure for getting prospective and new radio amateurs active, engaged, and on the air.	Improve	M	X	X		X		
2.3.5: Create an online education system and process that will be used for personal and group education and knowledge.	Proposed	H	X	X	X	X		
2.3.6: Create programs assisting and enhancing the knowledge and usefulness of the Technician license.	Proposed	L		X	X	X		
2.4.1: Support ARRL Awards, ARRL Contests, and operating events using strategies that encourage individual skill and station development, and fun. Attract high levels of on-air participation within a framework of competitive integrity and good sportsmanship.	Ongoing	M	X	X	X	X		

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2.4.2: Maintain and improve ARRL's Logbook of The World (LoTW) as the premier tool to confirm Amateur Radio contacts and use these confirmations as credit toward operating awards sponsored by ARRL and other organizations.	Ongoing	H	X	X	X	X		
2.5.1: Create training opportunities and programs for radio clubs that get participants on the air and increase their technical knowledge.	Proposed	H	X	X	X	X		
2.5.2: Strengthen radio clubs (Affiliated, Special Service, other classifications, etc.).	Proposed	U	X	X	X			
2.5.3: Explore opportunities to encourage family-friendly radio clubs and related activities.	Proposed	N	X	X				
2.6.1: Support on-air activities for young radio amateurs.	Ongoing	N	X	X	X	X		
2.6.2: Develop, collect, and disseminate resources to support young radio amateurs and prospective young hams (see www.arrl.org/youth).	Ongoing	L	X	X	X	X		

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2.6.3: Develop guidelines and resources for volunteers to help protect youth and to protect leaders in positions of youth leadership and supervision (for example, two-adult policies when working with youth; anti-hazing, anti-bullying; mandatory reporting of suspicious behavior, etc.).	Proposed	N		X	X	X	X	
2.7.1: Develop high quality resources to aid volunteer instructors conducting Amateur Radio classes (Instructor’s Manual, visual media, newsletter, etc.)	Ongoing	M	X	X				
2.7.2: Develop a “First Contact” program using W1AW, instructors, and radio clubs to encourage newcomers to get on the air (framework for scheduled contacts with W1AW).	Proposed	N		X				

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2.8.1: Make improvements to VEC examination delivery and administration to better utilize online technology and improve efficiency, thereby increasing satisfaction among examiners and examination candidates.	Ongoing	M		X	X	X		
3.1.1: Continually publicize the value of the radio spectrum to the general public and other key stakeholders.	Ongoing	N		X	X	X		
3.1.2: Encourage use of all Amateur Radio frequency allocations and modes.	Ongoing	N		X	X	X		
3.1.3: Continue to defend Amateur Radio from threats to our spectrum (commercial threats, spectrum pollution, etc.).	Ongoing	H	X	X	X	X		
3.1.4: Continue to participate with international spectrum allocation bodies.	Ongoing	H	X		X			
3.2.1: Continue to support a Legislative Agenda, committing the organization's focus and resources to specific tasks.	Ongoing	H		X	X		X	

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3.2.2: Continue to advocate for legislation that supports the radio amateur's freedom to use radio spectrum.	Ongoing	N		X	X	X		
3.2.3: Inform members about ARRL's Legislative Agenda and encourage their participation in grassroots efforts.	Ongoing	N		X	X			
3.2.4: Engage and support a professional government relations firm to advance ARRL's federal Legislative Agenda.	Ongoing	H		X	X			
3.2.5: Inform ARRL volunteer leadership with information regarding state-level regulatory activity related to Amateur Radio.	Ongoing	L			X		X	
3.3.1: Seek to extend the PRB-1 protections for reasonable accommodation of Amateur Radio antennas to private land-use regulations, often known as Covenants, Conditions, and Restrictions (CC&Rs).	Ongoing	H		X	X			

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3.4.1: Test for, report on, and advocate for solutions to radio spectrum pollution. Current efforts include ARRL technical studies and complaint filings that identify interference from LED lighting fixtures and their associated power supplies, TV displays, switching power supplies, electronic ballasts (grow lights), and power lines.	Ongoing	M		X	X			
3.4.2: Encourage the FCC to provide timely, visible, and effective Amateur Radio regulation enforcement.	Improve	L			X	X		
3.4.3: Continue our sponsorship of the Official Observer (OO) program, helping Amateur Radio operators assist each other to operate their stations in compliance with regulations.	Ongoing	L		X	X			X

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3.5.1: Address the mismatch between entry-level privileges and entry-level exam requirements. For example, stop issuing new Technician licenses and create a new entry-level license in its place with the privileges current Techs actually use, i.e. without the high power, plus more HF.	Proposed	H	X	X	X	X		
4.1.1: Recognize and award radio amateurs for their achievements that advance Amateur Radio technology.	Improve	L				X		
4.1.2: Establish funding opportunities, grants, and challenges that interest radio amateurs in pursuing advanced experimentation and new technology.	Proposed	M				X		
4.1.3: Create additional forums, such as <i>QEX</i> magazine, and networking opportunities where experimenters can exchange ideas and advance the state of Amateur Radio technology.	Improve	U				X		
4.2.1: Identify, develop, and disseminate technical information.	Ongoing	L		X		X		

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4.2.2: Continue publication of high-quality technical publications across a variety of topics.	Ongoing	N		X		X	X	
4.3.1: Continue to offer the ARRL Technical Information Service as a member benefit.	Ongoing	M		X	X	X		
4.3.2: Offer safety resources that help promote safe workbench and antenna installation practices, limit RF exposure, avoid distracted driving, etc.	Ongoing	L		X	X	X		
4.3.3: Sustain a laboratory and related staff to support members' technical inquiries, and to provide research and study.	Ongoing	H		X	X	X		
4.3.4: Continue to improve and update the ARRL Laboratory's ability to conduct state-of-the-art testing, measurements, and Product Review.	Ongoing	M		X		X		
4.4.1: Develop and improve performance tests for Amateur Radio equipment.	Improve	L				X		

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4.4.2: Ensure ARRL and Amateur Radio hold leading positions in standards development groups, such as those supported by the IEEE and ANSI (standards setting for consumer equipment, motor vehicle, and RF exposure).	Ongoing	M			X	X		
4.4.3: Advance Amateur Radio's interests by developing professional contacts within the electronics and communications industries.	Ongoing	L			X	X		
5.1.1: Continue pursuing formal agreements with other public service and emergency response organizations.	Ongoing	N		X		X	X	
5.1.2: Conduct a thorough review of the Amateur Radio Emergency Service (ARES) and National Traffic System (NTS) programs. Develop a related Strategic Plan for these programs, encouraging implementation of program improvements within a 3-year plan.	Proposed	L					X	X

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5.1.3: Expand and support the ARRL Ham Aid program.	Ongoing	L		X			X	X
5.2.1: Improve emergency communications training, courses, and related resources. Explore possible partnerships with other agencies' training programs.	Improve	H		X			X	
5.2.2: Develop a phased-in identification system for public service volunteers.	Proposed	M		X			X	
6.1.1: Generate a positive cash flow to fund ARRL operating expenses and future investments. Comply with Board investment policy adopted 2012.	Ongoing	U						X
6.1.2: Develop a methodology to use resources to fund future ARRL programs and Amateur Radio innovation as opportunities occur.	Proposed	N		X		X		X
6.2.1: Study and potentially modify the IT structure and management responsibility to support the Strategic Plan.	Improve	N		X				X

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6.2.2: Develop an Information Technology Strategic Plan.	Proposed	N		X	X	X	X	X
6.2.3: Upgrade the ARRL website with particular attention to ease of content management, mobile compatibility and interactivity.	Proposed	H		X	X			X
6.2.4: Continually enhance inter-departmental efforts and communications.	Improve	N		X				X
6.2.5: Optimize processes across the organization for maximum efficiency and the value delivered to members.	Ongoing	N		X	X	X	X	X
6.2.6: Periodically assess whether operational processes are meeting member needs. Eliminate programs and services that are no longer relevant or necessary for meeting the organization's strategic objectives.	Improve	N		X				X
6.3.1: Create a functional Management Accounting System that will be used for management decision making and information sharing.	Ongoing	U						X

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6.3.2: Develop a Project Management process with controls and project prioritization.	Proposed	M						X
6.3.3: Expand annual plan to include additional 5-year planning and projections to guide future resource allocations especially for capital improvements.	Improve	N						X
6.4.1: Promote and reward staff as merited. Develop a more formal mentoring and coaching program for employees to build a line of succession and internal career advancement.	Improve	M						X
6.4.2: Encourage participation in professional development programs, continuing education, and conferences.	Ongoing	M						X
6.4.3: Establish internships as a way of introducing motivated pre-professionals to the ARRL staff and encouraging students to bring new perspectives, as well as a commitment to educational enterprise and the “next generation” of radio amateurs.	Proposed	L		X		X		X

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6.4.4: Actively plan and develop succession planning at the managerial level and executive level.	Proposed	N						X
6.4.5: Utilize the knowledge of all groups to enhance ARRL (especially employees).	Ongoing	N						X
6.4.6: Encourage recognition of volunteer contributions to the success of ARRL at all levels, through awards and other mechanisms.	Ongoing	L		X	X	X	X	X
6.4.7: Better utilize volunteers.	Improve	N		X			X	X
6.5.1: Review the current Board and Committees structures for effectiveness. Consider structural realignment that may be needed to make the organization more responsive to its mission and members in today's world.	Proposed	N						X

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6.6.1: Manage an effective Field Organization. Support and review the volunteer opportunities available through the Field Organization (Section Managers, Station- and Section-level Appointments).	Ongoing	N		X			X	X
6.6.2: Review the current Section reporting relationship to make it more effective.	Proposed	N		X				X
6.6.3: Establish clearer pathways and criteria for attracting, electing, and appointing volunteers to the Field Organization.	Improve	N		X			X	X
6.6.4: Develop, train, and support volunteer leaders.	Improve	H		X			X	X

The Value of ARRL Membership

A look at ARRL membership benefits — both long-standing and more recent.

One of the most difficult decisions a membership organization faces is whether to implement a dues increase. Both the members and the organization want maximum value for a reasonable cost. ARRL is no different; for the last 101 years, we have used all of our skills, expertise and resources for the benefit of you, our members. ARRL membership supports the development, growth, and advocacy of the Amateur Radio Service in the US and worldwide.

What We've Done to Cut Expenses

ARRL's last dues increase was 2001. The majority of membership organizations, citing rising costs and slow recovery from an economic recession, have raised their dues in recent years; some have raised their dues multiple times. ARRL chose to postpone dues increases during this period, instead turning efforts to controlling spending and cutting costs. Since 2001, we have implemented many operating efficiencies that have contributed to reducing our staff at ARRL Headquarters by 15 percent, while either maintaining or expanding our level of service to you. We have developed additional giving opportunities, such as the Diamond Club, for those members with the means and desire to support ARRL beyond dues.

ARRL's 2001 operating expenses were just over \$13 million. In 2014, expenses were \$15.5 million, an increase of just 19% over the past 14 years, considerably less than the US rate of inflation from 2001 to 2014 (32%). A detailed explanation of ARRL's budget and expenditures over these years is available in each year's Annual Report. All reports since 2002 are available at www.arrl.org/annual-reports.

Why a Dues Increase is Needed

As of 2015, the economic realities have caught up with us. While ARRL has done a good job of keeping our costs down internally and giving you the best services we can for your money, other factors are simply out of our control. A dues increase allows us to continue providing the level of

Summary of ARRL Benefits

Long-Standing

- QST magazine, including trusted news, columns, and Product Reviews
- E-newsletters, E-mail forwarding service ([YourCallSign]@arrl.net)
- Advocacy to maintain meaningful access to the radio spectrum. Representation on regulatory issues at the international, federal, and state levels.
- Technical Information Service and other ARRL Laboratory support services
- Volunteer Examiner Coordinator Program
- Ham Radio Equipment Insurance Plan
- Outreach — Public Relations, awareness in the media, and resources to promote Amateur Radio
- Volunteer opportunities through the ARRL Field Organization
- Radiosport: ARRL Contest and Awards programs, and QSL Service

Benefits Added Since 2001

Membership

- Digital edition of QST and apps for viewing on iOS and Android devices
- Searchable QST and ARRL Periodicals Archive and Index
- Expanded Product Reviews in QST and video product reviews
- ARRL publications for Kindle
- Improved member interaction through social media
- Online Exam Review: www.arrl.org/examreview
- Logbook of The World (LoTW®)
- ARRL Centennial Celebration in 2014 (national and regional conventions, Centennial QSO Party, W1AW portable operations)
- Preservation of ARRL and Amateur Radio history
- Free license renewal assistance
- Volunteer Examiner Honor Roll
- New Affinity Benefits: group discount Home and Auto Insurance, ARRL Visa® Rewards Card

Public Service

- Two full-time staff — Liaison with national-level disaster organizations
- Ham Aid program
- Emergency communications training courses (discounts for members)
- ARES® E-Newsletter

Education

- Support for license instruction
- Outreach to students through Amateur Radio on the International Space Station (ARISS), and opportunities for radio amateurs to contact the ISS

Advocacy

- Responding to Antenna Restrictions — Amateur Radio Parity Act, Zoning Regulations
- Relentless defense of our spectrum from commercial interests and against spectrum pollution
- Improved awareness for Amateur Radio by increasing our liaison with Congress and Capitol Hill
- Representation on national and international standards bodies

Technology

- Improved ARRL Lab test procedures and test equipment that contribute to unbiased Product Reviews and advances in Amateur Radio equipment performance

personal service you have come to expect from ARRL. Everyone's costs have gone up in the last 14 years. For ARRL, these include utilities, insurance, postage, and many others. We have done as much as we can to hold off a dues increase for over a decade, but now a dues increase is a necessity, not an option.

Long-Standing Benefits of ARRL Membership

QST

QST, the official journal of ARRL, is repeatedly cited as the number one benefit of membership in ARRL. Since the first issue in December 1915, *QST* has kept all members informed of current Amateur Radio happenings, offers diverse technical instruction, and provides a platform for members to share the very best of our Amateur Radio Service. *QST* celebrates its Centennial year in 2015. It has the largest circulation of any Amateur Radio publication, reaching 167,000 members each month.

QST Product Reviews

In a recent survey, 82% of current ARRL members consider the unbiased product reviews and new product information in *QST* a primary benefit of membership, enabling them to make more informed purchasing decisions for Amateur Radio equipment.

Advocacy

ARRL has defended and expanded amateurs' access to the radio spectrum through our work with the International Amateur Radio Union (IARU) and International Telecommunication Union (ITU). We are vigilant representatives for the Amateur Radio community to Congress and the FCC.

Our Regulatory Information Branch answers member questions concerning FCC rules, operating practices, and other regulatory queries. ARRL's Volunteer Counsel and Volunteer Consulting Engineer programs open the door to assistance with antenna regulation and zoning issues. Because we devote resources to studying, testing, measuring, and documenting, ARRL can count many successes in defeating threats to Amateur Radio.

Technical Information Service

ARRL's availability to help members with a technical question or problem is readily at hand. In addition to the information found in ARRL books such as *The ARRL Hand-*



ARRL Instructor Larry Kendall, K6NDL, leads the July 2015 Teachers Institute on Wireless Technology workshop at ARRL Headquarters. ARRL's Education & Technology Program (ETP) empowers teachers to use Amateur Radio to help teach STEM topics in the classroom at all levels of academia. [Sean Kutzko, KX9X, photo]

book, *The ARRL Antenna Book*, *ARRL License Manuals*, and many other publications, the staff of the ARRL Laboratory is a phone call or e-mail away. ARRL Lab staff answers more than 4000 direct requests for technical assistance from members each year.

Outreach to Teachers and Schools

Through the ARRL Teachers Institute on Wireless Technology and the Amateur Radio on the International Space Station (ARISS) program, we showcase the value of using Amateur Radio to strengthen learning and inspire careers in science, technology, engineering, and math (STEM).

Volunteer Examiner Coordinator

The ARRL Volunteer Examiner Coordinator (VEC) administers 75% of all FCC Amateur Radio exams and maintains a high standard of service and integrity among the more than 37,000 ARRL Volunteer Examiners. ARRL also helps you with acquiring club and special event call signs, and plays an active role in the creation and maintenance of the Amateur Radio exam question pools.

ARRL.net E-mail Forwarding

All members can establish an @arrl.net e-mail forwarding address. Messages received by the forwarding service ([Your-CallSign]@arrl.net) are forwarded to the active e-mail address that you provide to us. Over 70,000 ARRL members enjoy the convenience of this service.

Radiosport: ARRL Contests and Awards

ARRL contests and awards set the standard for encouraging on-air activity, improving

operating skill and station performance, and tracking personal achievements. The DXCC, Worked All States, and VHF-UHF Century Club (VUCC) Awards, combined with more than 15 competitive on-air events, guarantee the active radio amateur a lifetime of on-air enjoyment from 160 meters up to the microwave bands and amateur satellites. Members send their QSL cards overseas using one of the greatest bargains of ARRL membership, our Outgoing QSL Service — which processes about a million QSL cards each year.

Benefits Added Since 2001

As the ARRL membership has grown over the years, so has the breadth and depth of the services we offer. Here is a list of ways ARRL has improved or increased value to its members in the last 14 years:

Membership

Digital QST — www.arrl.org/qst

All members can access the enhanced digital edition of *QST* from a web browser — anywhere, and at any time. Apps are also available for iOS and Android devices.

Searchable QST and ARRL Periodicals Archive and Index

The online availability of every issue of *QST* gives members access to the largest repository of Amateur Radio information and history in the world.

Expanded Product Reviews in QST and Video Product Reviews

Enjoy more detailed explanations and analysis of the latest Amateur Radio products. Our video product reviews show you exactly how a product functions in the real world.

Call sign	Worked	Date/Time	Band	Mode	Freq	QSL
UN7801	KV3E	2014-08-07 01:30:01	8M	CW	3730	
UN7801	KV3E	2014-11-27 23:34:45	20M	RTTY	14 38660	
UN7801	KV3E	2014-06-24 13:18:00	8M	S80	7 80000	14780
UN7801	KV3E	2012-06-25 00:15:00	8M	CW		14780
UN7801	KV3E	2015-04-04 20:47:00	8M	S80		14780
UN7801	KV3E	2014-11-18 22:17:45	15M	S80	21 30000	14780
UN7801	KV3E	2012-07-18 19:45:51	20M	S80	14 34200	14780
UN7801	KV3E	2011-11-26 02:45:29	20M	CW	14 31900	14780
UN7801	KV3E	2011-02-19 11:51:50	20M	CW	14 30000	14780
UN7801	KV3E	2011-02-19 12:37:23	15M	CW	21 40000	14780
UN7801	KV3E	2011-02-28 10:37:43	15M	CW	14 30000	14780
UN7801	KV3E	2014-07-23 01:07:43	20M	RTTY	14 34100	14780
UN7801	KV3E	2013-05-06 17:45:10	20M	CW	14 30000	14780
UN7801	KV3E	1989-12-05 05:54:00	20M	CW		14780
UN7801	KV3E	1989-11-19 23:37:01	8M	S80		14780
UN7801	KV3E	1987-05-16 20:01:40	8M	CW	21 30000	14780

With 79,000 users and nearly 700,000,000 QSOs, Logbook of The World is the premier electronic QSO confirmation system.

Kindle Versions of ARRL Publications

ARRL began introducing Kindle versions of our publications in 2007. You can expect more digital publications from ARRL in the years ahead.

Improved and Expanded Member Communication and Information

Between the phone, e-mail, a 24/7 answering service, our Facebook page, YouTube channel, and Twitter feeds, there are more ways to interact with ARRL than ever before. And with ARRL's social media, podcasts, e-mail newsletters, as well as members-only online content at arrrl.org, you can stay informed of all the ways ARRL is promoting and advocating for Amateur Radio — and connect with other members worldwide.

Logbook of The World (LoTW®)

With over 660 million QSOs logged and more than 75,000 registered users, Logbook of The World is the premier electronic QSO confirmation system. Secure and accurate, LoTW helps you get official ARRL awards like DXCC, Worked All States, Triple Play, and VUCC on your wall faster and less expensively than paper QSLs alone.

Members-only Discounts on ARRL Publications and \$10 Birthday Coupon

Members enjoy discounts and special promotions for many new ARRL books, and US members are mailed a \$10 coupon each year in the month of their birthday.

Historical Committee and Preservation of History

To envision where Amateur Radio is going, it is important to know where we

came from. ARRL is preserving our history through the preservation of critical documents and equipment from Amateur Radio's past. ARRL also collects oral histories and written memories of Amateur Radio operators around the world through the ARRL Library, a new online resource introduced this year.

Volunteer Examiner Coordinator — Expanded Benefits

Since 2003, the ARRL VEC program has helped members renew their licenses at no charge. Reminders are sent to members whose license will soon expire. Prospective examiners will find all of the resources and training they need to become an ARRL Volunteer Examiner online. Since 2007, the VEC Honor Roll program recognizes the most active Volunteer Examiners for their contributions.

Member Affinity and Discount Programs

For many years, the ARRL-sponsored Ham Radio Equipment Plan has offered members low-cost insurance coverage to protect you from loss or damage to your station, antennas, and mobile equipment. In recent years, ARRL has added additional affinity benefits including the ARRL Visa® Rewards Card, and group savings on home and auto insurance underwritten by Liberty Mutual. These affinity and discount programs provide members with convenience and savings that often far exceed annual dues.

ARRL EXPO

Over the last 10 years, ARRL has raised the level of its participation at national Amateur Radio events. The centerpiece

of this effort has been ARRL EXPO, showcasing ARRL benefits, programs, and services. This effort has provided members and prospective members with opportunities to interact, in-person, with ARRL staff, officials, and key volunteers.

Public Service

Liaison to National Disaster Organizations

Two full-time staffers work closely with several served agencies, including FEMA, the American Red Cross, the Salvation Army, and the National Volunteer Organizations Active in Disaster (VOAD). Active relationships with these national-level groups help keep Amateur Radio's emergency communications capabilities in their disaster response plans and significantly raises the visibility of the Amateur Radio Emergency Service®. ARRL has Memoranda of Agreement with these and other organizations.

Ham Aid

After Hurricane Katrina in 2005, ARRL launched the Ham Aid Fund, which puts Amateur Radio gear directly into the hands of the volunteers who need it to keep communications up and running in times of need. Ham Aid has provided assistance during several major emergencies, including Hurricane Gustav in 2008, the 2010 earthquake in Haiti, and the 2011 Alabama tornado outbreak.

Emergency Communications Training Courses

Since 2001, ARRL has provided training and education for ARES volunteers through the Introduction to Emergency Communications EC-001 course. Advanced training is available through the Public Service and Emergency Communications Management course. Our *Amateur Radio Public Service Handbook*, *Storm Spotting and Amateur Radio* book, and the *ARES E-Letter* are critical resources for any radio amateur dedicated to providing communications in times of need.

Education Programs

ARRL produces materials and support for Amateur Radio licensing, education, and training. Volunteer instructors and classroom teachers receive discounts on purchases of licensing and instructional publications, and enjoy a free newsletter, *Radio Waves*, that features news and resources for license instruction and radio science education.



ARRL Laboratory Engineer Bob Allison, WB1GCM, puts many pieces of Amateur Radio gear through test procedures as part of our Product Reviews. ARRL purchases all items that are to be put on the Lab's bench, which helps us deliver unbiased reviews and contributes to better equipment performance over time. [RJS Photography, photo]

ARRL's support for young hams and prospective young hams is inspiring the next generation of radio amateurs (www.arrrl.org/youth). There are on-air operating events for kids and schools, programs uniting ham radio with scouting, and inspiring opportunities for making radio contacts with astronauts in space through the Amateur Radio on the International Space Station (ARISS) program. Contributions from individuals, radio clubs, and equipment vendors also support special ARRL initiatives, including the Education & Technology Program and the Teachers Institute on Wireless Technology.

Advocacy

The Amateur Radio Parity Act

For years, ARRL has worked to extend the PRB-1 protections for reasonable accommodation of Amateur Radio antennas to private land-use regulations, often known as Covenants, Conditions, and Restrictions (CC&Rs). In 2014, ARRL succeeded in having the Amateur Radio Parity Act introduced in the US House of Representatives and gained the support of 69 cosponsors. The Act, which has been re-introduced in the 114th Congress, would require reasonable accommodation

of exterior antennas for amateurs who currently live in antenna-restricted communities.

Spectrum Pollution

Unintentional emitters in the radio spectrum create interference for radio amateurs. In recent years, ARRL has led the fight against the interference caused by these noise sources, such as Broadband over Power Lines (BPL), switching power supplies, grow light ballasts, and power line noise. ARRL continues to appeal to the FCC for increased regulation and enforcement of the rules governing these emitters that pollute our bands.

40 Meter Shortwave Broadcast Interference

Through the International Telecommunication Union, ARRL worked with the IARU to remove shortwave broadcasters from 7100 to 7200 kHz, effective March 2009. Since that time, interference on the 40 meter amateur band has been significantly reduced.

New Amateur Allocation on 60 Meters

In 2003, the FCC approved ARRL's request to grant US radio amateurs access to five distinct 60 meter channels. In 2012,

the FCC responded to an ARRL request by granting amateurs more power and modes on 60 meters. ARRL and the IARU are working for an international 5 MHz allocation, which will be considered at the ITU World Radiocommunication Conference (WRC-15), to be held in Geneva in November 2015.

Technology

Improvement of Transceiver Performance

ARRL's Laboratory continues to update its test procedures and equipment to reflect the state of the art. Our unbiased measurements and reports contribute to significantly improved transceiver performance in the marketplace.

Representation on Standards Committees

ARRL's seat at the table on national and international standards committees keeps Amateur Radio issues at the forefront. ARRL is on the American National Standards Institute (ANSI) ASC C63[®] EMC committee, which is developing industry standards for immunity, emissions, and testing of electronic devices. ARRL also has representation in the Institute for Electrical and Electronics Engineers (IEEE) EMC Society. We also have working relationships with several other standards groups throughout the world.

ARRL's Electromagnetic Compatibility Committee (EMC) monitors developments in the EMC field and assesses their impact on the Amateur Radio Service. The Committee informs the ARRL Board of Directors about these activities and makes policy recommendations for further action, if appropriate.

Conclusion

As you discover new ways of learning, growing, and having fun in Amateur Radio, you expect ARRL to be your source of information, programs, and services covering the ever-expanding scope of Amateur Radio interests and activities. ARRL manages its resources judiciously and keeps costs as low as possible while maintaining a consistently high level of service for all members. Raising dues will ensure that high-quality programs and services will continue for all members as we provide a unified voice that protects and promotes *all* of Amateur Radio.