

**American Radio Relay League  
Proposed 2022 – 2023  
Plan**

**Executive Summary**  
Revised 12/30/2021

**BOARD  
CONFIDENTIAL**

**American Radio Relay League  
Proposed 2022-2023 Plan**

**Table of Contents**

<b><u>Section</u></b>	<b><u>Page</u></b>
Executive Summary	2
Financial Projections	11
Capital Expenditures	15
Staffing	19

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**SUMMARY**

# American Radio Relay League Proposed 2022-2023 Plan

## Executive Summary

Everything that we do must be intentional, deliberate, collaborative, and positive to drive amateur radio forward and our organization. This is the message that is behind all we do as ARRL moves into the future. The past year the ARRL headquarters has been working on a change of culture from the inside out. We have been creating a “yes, first” culture where staff starts with a “can do” approach until we prove it can’t be done effectively. This culture change has been welcomed by some and has been difficult for others but is resulting in a stronger organization.

In the following pages, we hope to provide you with an understanding of what we believe is possible for ARRL and what it will take to move forward. We have confidence that as we move toward our digital transformation and community engagement, with continued dedication our organization will prosper and become relevant and valuable to a broader range of amateurs.

### **2021 To Date**

Although 2021 is not over as this report is being written, it is important to look back at our successes, challenges and, yes, our disappointments so far this year.

- One of the most noteworthy accomplishments for the organization that no one sees outside of headquarters is the great success we have had in handling the ever changing COVID-19 protocol expectations during 2021. As many people around the U.S. (including Connecticut) has relaxed their behavior around COVID-19, the staff has continued to be supportive and diligent in following the protocols set for being in the building, traveling, and reporting any illness, preventing any sort of outbreak.
- Through a third-party partnership, we introduced an incredibly successful end-fed half-wave antenna kit. The kit supports our goal to engage members more deeply in project building, experimentation, and experiences that are designed to lead them to being more active on the air. The intent was for these kits to be the basis for additional content creation including videos and articles, however, due to popular demand and limited sourcing issues we are struggling to meet current demand and are not able to create more demand currently with additional content.
- The installation of High Logic Software, an email automation software, has provided a fuller and more detailed picture of our member’s and prospect’s behavior. By providing data on deliverability, open and click rates we have refined our prospect lists and messaging. We now can add personalization, analyzing scoring and create follow-up and drip-email campaigns to maintain interest in our products and services. The software also provides reports and scoring on prospects to help prioritize communications and drive more segmented marketing campaigns.

- With effects from the pandemic still being felt, the 2021 Teacher's Institute (TI) was offered virtually for the first time. The team put together a schedule with 19 sessions delivered across 4 days to more than 30 teachers from across the country. Each session was recorded for later viewing. To optimize recording capabilities, the media room at HQ was upgraded significantly with new cameras and other equipment needed to ensure high-quality video production.
- The ARRL Learning Network continued to expand throughout 2021. The webinars and recordings are available for viewing by members and ARRL-affiliated radio clubs and has become a popular member-benefit and an integral element of ARRL's digital expansion and will remain a priority in 2022.
- Through active engagement with the Amateur Radio YouTube community, we have begun to build positive relationships with many of them to further ARRL goals and promote products.
- *The ARRL Letter* continues to be highly successful with more than 110,000 weekly subscribers – a figure that approaches *QST*'s circulation.
- 2021 saw two unplanned and successful *QST* Supplements: the Field Day Supplement and the Contest Content Supplement.
- W1HQ has been renovated and re-branded as the ARRL Radio Lab. The renovation included a full redesign from paint and flooring to equipment and workspace and was outfitted to demonstrate ham radio station innovation and to serve as a test and research station.
- Riley Hollingsworth has continued to effectively run the successful Volunteer Monitoring (VM) Program as a consultant and will continue to be the face of the program.
- While we have been able to successfully fill some positions such as Director of Operations, Field Services Manager, and the Education and Learning Manager, we have struggled to find qualified candidates for other positions causing, in some cases, a slower pace with certain initiatives. The current marketplace is making recruitment a challenge for many employers. With the completion of the salary and benefit survey, we hope to be able to ensure ARRL offers a competitive and fair compensation package.
- During 2021, it was discovered that there were a significant number of Silent Keys in the Life Member database. Through extensive work the database has been corrected, identifying 1,399 Silent Keys. Procedures have been put in place to regularly go through the data to ensure all Silent Keys are identified in a timely moving forward.
- The launch of the Learning Center is expected to take place before year end.

Financially, 2021 is expected to finish the year with a much smaller loss from operations (excluding realized gains on investment income) than planned, a direct result of lower than expected spending, continued reduced travel related to COVID and delays in hiring vacant positions.

- Product sales are expected to be \$100,000 lower than planned due to the timing of reviewing and re-ordering current titles and reducing the number of longtail titles.
- While print advertising in *QST* has declined, overall advertising revenue seems to have stabilized, only falling short overall by revenue not realized due to cancelled events.
- *QEX* and *NCJ* subscription revenues are expected to be down 10–15% in 2021. The downward trend will require close monitoring to ensure the viability of continuing these as standalone publications.
- Membership is estimated to be 157,900 at year end, falling short of target by 2,500 members. Over half of this shortfall was due to the discovery and correction of silent keys in the life member database. Term membership dues has struggled for most of the year as we have tried to recapture lapsed members lost due a critical mailing to lapsed members being stopping in error beginning in January, which resulted in the severe decline in members.
- Overall voluntary contributions in 2021 have remained above Plan and is expected to finish the year slightly ahead of Plan.
- As planned, ARRL received full forgiveness of the Paycheck Protection Program loan.
- ARRL is also expected to receive an additional \$330,000 in an Employee Retention Tax Credit that was not in the original 2021 Plan.
- As noted above, there has been significant underspending during 2021. The two major areas of this underspending have been:
  - 1) Compensation & benefits - expenses (net of additional consulting expenses) related to delays in hiring vacant positions is expected to be approximately \$550,000 for the year.
  - 2) Travel expenses – COVID continued to impact the amount of travel in 2021. Reduced travel spending for the year, including board travel expenses, is expected to be about \$400,000 for the year.

Still a major concern is the issue of no invoices from Attorney Siddall since December 2019. While estimates have been included in the 2020 and 2021 financial statements, ARRL currently does not have a true accounting of the costs related to Attorney Siddall services for almost two years.

## **Looking Towards 2022**

Everything we do must be intentional, deliberate, collaborative, and positive, to drive amateur radio forward. There is much work ahead to turn projects and initiatives into growth and revenue for the organization. The 2022 Plan was created with this approach and understanding. While the Plan assumes that events and travel will return in 2022, staff is looking at alternative ways to support events and allow for member engagement with limited travel and continued staff safety. The detailed Department Plans included as Appendix 2 of this document include the following initiatives:

- A continued focus on a digital transformation including meaningful use of YouTube, social media platforms, and video opportunities that cross all parts of the organization from the Lab and VEC to Marketing and Membership.
- Aggressive membership acquisition activities along with improved retention and renewal engagement.
- With the hiring of a Development Director, ARRL will have a very personalized focus on major donors, planned giving and the writing of grant proposals.
- To increase Diamond Club members, initiatives include soliciting term members during basic membership renewal with updated material that includes how the funds are utilized, targeting long-term ARRL members (five or more years of membership), reaching out to lapsed Diamond Club members, and soliciting Life members. Plans are underway to create a new and exclusive Diamond Club Badge that will highlight members' longevity as a Diamond Club member and build a great sense of pride.
- Participation in the fully interactive and virtual QSO Today Virtual Ham Expos have shown us that as we move back to in-person hamfest and conventions, our continued partnership and participation with QSO Today or similar organizations could create the possible hybrid-nature of ARRL's events presence to reach many active hams who have never traveled to an in-person event. Remaining open to these opportunities may prove to be a valuable resource of engagement to a group of amateurs we would not reach otherwise.
- Advance the increased engagement with the Field Organization and revitalize clubs. With the hiring of the Field Services Manager, ARRL has begun to engage with Section Managers regularly and will be building out resources for them and clubs through new initiatives.
- Build on our successful offering of some basic kits with an eye to use them a basis for additional content creation including magazine articles, videos, and hands-on experiences at hamfests and club meetings.
- Develop and empower member volunteers.

- Postponed by the pandemic, the Collegiate QSO Party will launch in 2022 as a yearlong recognition and celebration of amateur radio at colleges and universities for the 2022-23 school year. The centerpiece of the planning will include a yearlong operating event, *ARRL Colleges on the Air*.
- Throughout the year we will be looking for opportunities to fund new ARRL initiatives through grants from ARDC.

In addition, we will continue to support the current array of products and services we provide including:

- Marketing Communications will support several exhibits at the largest amateur radio conventions held annually including the 2022 ARRL National Convention at Orlando HamCation® (see Appendix #2, page 7).
- Maintain our publications pipeline with new editions of the *Ham Radio License Manual*, *Tech Q and A*, *Get On the Air With HF Digital*, *Successful Parks on the Air*, *ARRL Periodical DVD*, *100<sup>th</sup> Anniversary ARRL Handbook*, *ARRL Calendar*, and *Repeater Directory*.
- Continue to administer the full complement of awards and contests via the Radiosport Department.
- Maintain our dominant market share in the delivery of Amateur Radio testing opportunities through the ARRL VEC. We are projecting 32,000 new licensees and 11,000 upgrades in 2022.
- Maintain our commitment to develop resources to (1) improve accessibility to ARRL benefits and content for people who are blind or visually impaired, (2) to improve ARRL's role in assisting people with disabilities find the resources they need to learn about and participate in amateur radio and (3) support youth initiatives.
- Continued expansion of topics in the Learning Center offerings.
- ARRL's plan includes four in-person Teacher's Institute classes in 2022, three TI-1 classes and one TI-2 class which may now be enhanced with a virtual component.
- Maintain activities with organization like IEEE, FCC, and served agencies.
- Provide representation for Amateur Radio across a variety of international bodies and meetings (see Appendix 2, page 41).



## Financial Considerations

- For the first time, the Plan is presented with the intent to draw on the growth in the investment portfolio to cover operations. The Investment Management Committee has been discussing the concept of utilizing portfolio growth to benefit our members and will be encouraging this approach moving forward.
- Publication sales are projected to be higher than the 2021 Plan due do the 100<sup>th</sup> edition of *The Handbook* being published in fall 2022. This collector's edition is expected to drive the increased sales for the year.
- Subscription revenues from both *QEX* and *NCJ* is expected to continue to decline.
- Despite the continuing decline in *QST* print advertising, an aggressive advertising plan has been put forth for 2022, that includes increased ad rates for *On The Air*, more digital advertising opportunities and duplicating the success of the Field Day and Contest Supplements. Efforts will continue to explore opportunities with 3<sup>rd</sup> party advertisers. These are companies offering products and services of tangential interest to our members that may not be directly involved in amateur radio.
- Membership dues revenue for 2022 is expected to increase over 2021 with a forecast of 161,010 members at the end of 2022. This represents an increase of 3,110 members or 1.97% from the end of 2021.
- Program fees are forecasted to be approximately 5% higher in 2022 than in 2021. This expectation is heavily based on the promise of Cycle 25 and the continued increase of electronic VEC processing and engagement with VEs and potential examinees.
- Contribution revenues are expected to be relatively flat compared to the 2021 Plan. The areas with lower expected contributions (Education and Legal Research) have lower offsetting planned expenses.
- ARISS support has been planned at \$50,000 with the expectation that based on our financial success during the year, the funding may be increased, as it was in 2021.
- Based on the recommendation from the Investment Management Committee, investment management fees have been included in the Plan beginning in February 2022.
- Staff travel will be closely evaluated for the return on investment. With our growing virtual abilities, more smaller events will be able to be attended virtually rather than sending an in-person representative to an event that only gathers 20 or so attendees for the speaker.
- Proposed capital spending is \$462,000 with over half of the funding being used for the repaving the parking lot and repairing the sidewalks. The remaining proposal is for

maintaining the computer systems infrastructure and WIAW equipment. See the Capital Expenditures section of this document for the detailed list of proposed capital spending.

- The net staffing level was reduced by 5 positions. These changes are detailed in the Staffing Section of this document. The proposal includes an average salary increase of 3% for the staff, effective April 1, 2022, and no changes to the current level of funding to the 403(b) pension plan. The Plan also includes a 5% turnover rate (approximately \$300,000) to offset the timing of vacant positions over the year. There are no additional considerations for the results of the salary and benefits survey currently under way.

As always, there are risks and threats in the success of any Plan. Some of the risks include:

- Our ability to generate perceived value in ARRL membership to match the real value. This extends to a full range of benefits from international representation and spectrum defense to a variety of information and educational tools.
- With the job market being so tight, hiring and retaining qualified candidates will continue to be a struggle. Qualified candidates are expecting higher salaries and more control over their benefits and schedules. Remote work demands from candidates come with real costs from technology to appropriate management oversight skills. Also, at risk in this market, is valued employees leaving for higher paying positions with greater benefits.
- As several editorial contractors (Mark Wilson, Ward Silver, Rick Lindquist and Steve Ford) have expressed their desire to retire, replacing them is proving to be difficult.
- Our donor base is small, but it is loyal and, unfortunately, aging. The increasing number of estate bequests we have received in recent years is a double-edged sword. While the large gifts (over \$50,000) help build our endowment it also indicates the dwindling size of our donor base. It remains to be seen how effective we can energize and expand the donor base to produce a stable level of annual support for existing and new programs.
- Perhaps the greatest risk for the organization financially and possibly reputationally is the increasing struggle for paper to print our magazines and books both timely and at a reasonable cost, in addition to the increasing costs of shipping all products (magazines, books, awards and premiums). We have already been informed of a delay in delivery of the December issue of *QST*, the increased cost for the February issue to guarantee paper and increased pricing for all shipping vendors. If these costs are not passed on to the member, it inhibits our ability to have funding for other programs and services.

For those of you who were on the Board in 2015 when the 2016 dues increase was approved, you will remember the discussion around never letting so many years go by again without an increase in dues taking place. As we enter 2022, it will be six years without increasing dues. The time is not appropriate to increase dues, as an organization, we still have relationships to mend and are being watched closely by the membership to regain their confidence as a valued leadership organization for the amateur community. However, supporting the Investment Management

Committee recommendation to utilize portfolio gains for operations is a viable approach. The proposed forecast, regular cash transfers from the investment portfolio should be expected.

While proposing a planned loss is not preferred or ideal, reducing spending is not the most beneficial option at this time. As noted earlier, everything that we do must be intentional, deliberate, collaborative, and positive to drive amateur radio forward and our organization. This Plan strives to maintain the current level of our services and programs for our core members, while increasing the value proposition of the organization to be attractive to new members. Emphasis must and will be placed on revenue growth through membership. ARRL's healthy Unrestricted Fund Balance can allow the organization to sustain a few years of operating losses to generate revenue growth.

We believe while this does require investing substantial financial resources over the next few years, the results in membership and engagement with amateur radio operators has the potential to be significant. As always, it is not without risk and will require specific attention to our financial results and mindful expense management.

The Plan is separated into three documents, the Executive Summary with financial information by function, a Detailed Income Statement (Appendix #1) and Department Plan narratives (Appendix #2), written by the individual department heads that provide more specific details on operating plans for 2022. As you read through the department narratives, you will notice a reoccurring theme of thoughtful spending while reaching out and engaging our community in the most positive ways.

Respectfully Submitted,

David Minster, NA2AA  
Chief Executive Officer

Diane Middleton, W2DLM  
Chief Financial Officer

**AMERICAN RADIO RELAY LEAGUE, INC.**  
**SUMMARY**  
**2022 - 2023 Plan**

	2020 Actual	2021 Plan	2021 Plan (Reforecast)	2022 Plan	2023 Plan
REVENUES	\$13,544,608	\$13,441,000	\$13,014,000	\$13,777,000	\$13,729,000
EXPENSES	<u>11,112,247</u>	<u>11,294,000</u>	<u>10,966,000</u>	<u>11,733,000</u>	<u>11,715,000</u>
NET AVAILABLE INCOME	2,432,360	2,147,000	2,048,000	2,044,000	2,014,000
MEMBER PROGRAM EXPENDITURES	<u>3,839,537</u>	<u>4,297,000</u>	<u>3,939,000</u>	<u>4,368,000</u>	<u>4,449,000</u>
SUB-TOTAL	(1,407,176)	(2,150,000)	(1,891,000)	(2,324,000)	(2,435,000)
CONTRIBUTIONS	<u>1,599,112</u>	<u>1,149,000</u>	<u>1,096,000</u>	<u>1,148,000</u>	<u>1,112,000</u>
INCOME (DEFICIT) FROM OPERATIONS	191,936	(1,001,000)	(795,000)	(1,176,000)	(1,322,000)
GAIN/(LOSS) ON INVESTMENT	545,376	-	-	-	-
SOFTWARE IMPAIRMENT	(409,560)	-	-	-	-
PAYCHECK PROTECTION PROGRAM LOAN FORGIVENESS	-	1,049,000	1,049,000	-	-
EMPLOYEE RETENTION TAX CREDIT	-	-	<u>330,000</u>	-	-
NET EXCESS (DEFICIT)	<u>\$ 327,752</u>	<u>\$ 48,000</u>	<u>\$ 584,000</u>	<u>\$ (1,176,000)</u>	<u>\$ (1,322,000)</u>

**AMERICAN RADIO RELAY LEAGUE, INC.**  
**INCOME**  
**2022 - 2023 Plan**

	<b>2020</b>	<b>2021</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>
			<b>(Reforecast)</b>		
<b>REVENUES</b>	<b><u>\$13,544,608</u></b>	<b><u>\$13,441,000</u></b>	<b><u>\$13,014,000</u></b>	<b><u>\$13,777,000</u></b>	<b><u>\$13,729,000</u></b>
Product Sales	3,662,554	3,381,000	3,276,000	3,518,000	3,340,000
QST and Magazines	207,889	202,000	189,000	156,000	150,000
Advertising	1,601,483	1,642,000	1,657,000	1,720,000	1,718,000
Membership Dues	6,773,387	7,001,000	6,691,000	7,007,000	7,118,000
Program Fees	862,634	917,000	900,000	945,000	971,000
Interest/Dividends	322,319	222,000	222,000	350,000	350,000
Other	114,342	76,000	79,000	81,000	81,000
<b>EXPENSES</b>	<b><u>\$11,112,247</u></b>	<b><u>\$11,294,000</u></b>	<b><u>\$10,966,000</u></b>	<b><u>\$11,733,000</u></b>	<b><u>\$11,715,000</u></b>
Product Sales	2,662,968	2,572,000	2,530,000	2,794,000	2,675,000
QST and Magazines	2,411,402	2,308,000	2,347,000	2,453,000	2,486,000
New Media Outreach	2,334	2,000	5,000	11,000	11,000
Advertising	153,040	104,000	105,000	101,000	104,000
Membership Dues	855,760	1,059,000	1,002,000	1,129,000	1,132,000
Investment Expenses	10,296	5,000	5,000	99,000	113,000
Support:	<b><u>\$5,016,448</u></b>	<b><u>\$5,243,000</u></b>	<b><u>\$4,972,000</u></b>	<b><u>\$5,146,000</u></b>	<b><u>\$5,195,000</u></b>
Administration	936,504	811,000	815,000	865,000	855,000
Development/Fundraising	301,683	398,000	437,000	542,000	557,000
Controller	1,057,393	1,121,000	1,096,000	1,206,000	1,242,000
Information Technology	1,616,100	1,955,000	1,629,000	1,806,000	1,860,000
Administrative Services	229,239	238,000	237,000	238,000	246,000
Human Resources	252,345	114,000	150,000	154,000	140,000
Change in Payroll Accrual	83,201	29,000	29,000	(242,000)	(300,000)
Building	539,984	577,000	577,000	577,000	594,000
<b>NET AVAILABLE INCOME</b>	<b><u>\$2,432,360</u></b>	<b><u>\$2,147,000</u></b>	<b><u>\$2,048,000</u></b>	<b><u>\$2,044,000</u></b>	<b><u>\$2,014,000</u></b>
Product Sales	999,586	809,000	747,000	724,000	665,000
QST and Magazines	(2,203,513)	(2,106,000)	(2,158,000)	(2,297,000)	(2,336,000)
New Media Outreach	(2,334)	(2,000)	(5,000)	(11,000)	(11,000)
Advertising	1,448,443	1,538,000	1,552,000	1,619,000	1,615,000
Membership Dues	5,917,626	5,941,000	5,689,000	5,878,000	5,987,000
Program Fees	862,634	917,000	900,000	945,000	971,000
Investment Income	312,023	216,000	216,000	251,000	237,000
Other and Support	(4,902,106)	(5,167,000)	(4,893,000)	(5,064,000)	(5,113,000)

**AMERICAN RADIO RELAY LEAGUE, INC.**

**SPENDING**

**2022 - 2023 Plan**

	2020 Actual	2021 Plan	2021 Plan (Reforecast)	2022 Plan	2023 Plan
<b><u>MEMBER PROGRAM</u></b>					
<b><u>EXPENDITURES</u></b>	<b><u>\$3,839,537</u></b>	<b><u>\$4,297,000</u></b>	<b><u>\$3,939,000</u></b>	<b><u>\$4,368,000</u></b>	<b><u>\$4,449,000</u></b>
<b>Advocacy</b>	<b><u>\$769,955</u></b>	<b><u>\$915,000</u></b>	<b><u>\$755,000</u></b>	<b><u>\$926,000</u></b>	<b><u>\$944,000</u></b>
Washington	468,463	563,000	553,000	558,000	563,000
International/IARU	59,848	113,000	40,000	155,000	167,000
Public Relations & Outreach	102,664	104,000	67,000	170,000	178,000
Outreach through Discovery	329	17,000	4,000	13,000	4,000
Regulatory Affairs	138,650	118,000	91,000	29,000	32,000
<b>Field Services and Radiosport</b>	<b><u>\$1,414,917</u></b>	<b><u>\$1,642,000</u></b>	<b><u>\$1,630,000</u></b>	<b><u>\$1,708,000</u></b>	<b><u>\$1,748,000</u></b>
Administration	138,106	142,000	161,000	156,000	163,000
Contest	112,027	103,000	104,000	112,000	116,000
Awards	505,675	505,000	458,000	453,000	466,000
QSL Bureau	45,850	40,000	44,000	56,000	50,000
W1AW	177,543	184,000	187,000	187,000	188,000
Field Services	154,096	219,000	229,000	312,000	322,000
Emergency Management	218,707	329,000	326,000	312,000	323,000
Section Expenses	62,914	120,000	120,000	119,000	119,000
<b>Educational Programs</b>	<b><u>\$630,530</u></b>	<b><u>\$551,000</u></b>	<b><u>\$351,000</u></b>	<b><u>\$487,000</u></b>	<b><u>\$478,000</u></b>
Education & Learning	328,959	401,000	301,000	325,000	352,000
Education & Technology	301,572	150,000	50,000	162,000	126,000
<b>VEC</b>	<b><u>\$390,552</u></b>	<b><u>\$381,000</u></b>	<b><u>\$379,000</u></b>	<b><u>\$392,000</u></b>	<b><u>\$411,000</u></b>
<b>LAB</b>	<b><u>\$452,044</u></b>	<b><u>\$466,000</u></b>	<b><u>\$481,000</u></b>	<b><u>\$441,000</u></b>	<b><u>\$454,000</u></b>
<b>Governance</b>	<b><u>\$181,538</u></b>	<b><u>\$342,000</u></b>	<b><u>\$342,000</u></b>	<b><u>\$415,000</u></b>	<b><u>\$415,000</u></b>
Divisions	29,833	134,000	134,000	134,000	134,000
Officers	9,503	29,000	29,000	32,000	32,000
Board Meetings	110,655	92,000	92,000	156,000	156,000
Committees	31,546	87,000	87,000	93,000	93,000

**AMERICAN RADIO RELAY LEAGUE, INC.**  
**CONTRIBUTIONS / INVESTMENT ACTIVITY**  
**2022 - 2023 Plan**

	2020 Actual	2021 Plan	2021 Plan (Reforecast)	2022 Plan	2023 Plan
<b><u>CONTRIBUTIONS AND SUPPORT</u></b>	<b><u>\$1,599,112</u></b>	<b><u>\$1,149,000</u></b>	<b><u>\$1,096,000</u></b>	<b><u>\$1,148,000</u></b>	<b><u>\$1,112,000</u></b>
<b>Unrestricted</b>	<b><u>\$644,117</u></b>	<b><u>\$494,000</u></b>	<b><u>\$541,000</u></b>	<b><u>\$535,000</u></b>	<b><u>\$535,000</u></b>
Diamond Club	402,478	380,000	380,000	390,000	390,000
Miscellaneous	241,639	114,000	161,000	145,000	145,000
<b>Donor-Restricted: "Uses"</b>	<b><u>\$954,995</u></b>	<b><u>\$654,000</u></b>	<b><u>\$555,000</u></b>	<b><u>\$613,000</u></b>	<b><u>\$577,000</u></b>
<u>Capital Campaign Earnings</u>	<u>185,109</u>	<u>45,000</u>	<u>45,000</u>	<u>62,000</u>	<u>62,000</u>
<u>David Bell Endow Earnings</u>	<u>9,150</u>	<u>2,000</u>	<u>2,000</u>	<u>3,000</u>	<u>3,000</u>
<u>Defense</u>	<u>349,177</u>	<u>285,000</u>	<u>285,000</u>	<u>285,000</u>	<u>285,000</u>
Program	319,865	237,000	237,000	248,000	248,000
Fundraising	29,312	48,000	48,000	37,000	37,000
<u>Education &amp; Technology</u>	<u>301,612</u>	<u>174,000</u>	<u>75,000</u>	<u>181,000</u>	<u>145,000</u>
Program	301,572	150,000	50,000	162,000	126,000
Fundraising	40	25,000	25,000	19,000	19,000
<u>Legislative Issues Advocacy</u>	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
Program	0	1,000	1,000	1,000	1,000
Fundraising	0	0	0	0	0
<u>Legal Research &amp; Resource</u>	<u>1,000</u>	<u>13,000</u>	<u>13,000</u>	<u>0</u>	<u>0</u>
<u>Lab Fund</u>	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>	<u>0</u>
<u>Collegiate Amateur Radio</u>	<u>0</u>	<u>2,000</u>	<u>2,000</u>	<u>4,000</u>	<u>4,000</u>
<u>Preservation of Artifacts</u>	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<u>W1AW</u>	<u>23,919</u>	<u>27,000</u>	<u>27,000</u>	<u>30,000</u>	<u>30,000</u>
<u>Ham Aid</u>	<u>1,001</u>	<u>25,000</u>	<u>25,000</u>	<u>1,000</u>	<u>1,000</u>
<u>ARDF</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>E. Smith Earnings</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<u>Colvin Award</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Hiram Percy Maxim Award</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>Fred Fish Award</u>	<u>961</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>DX Log Archive</u>	<u>2,800</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
<u>Starr Technology Fund</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>LoTW Awards Fund</u>	<u>40,266</u>	<u>35,000</u>	<u>35,000</u>	<u>2,000</u>	<u>2,000</u>
<b><u>GAIN/(LOSS) ON SALE OF INVESTMENTS</u></b>	<b><u>\$545,376</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

BOARD CONFIDENTIAL

**CAPITAL EXPENDITURES**



**American Radio Relay League  
Proposed 2022 Plan**

**Proposed Capital Expenditures  
Summary**

<u>Department</u>	<u>Description of Item</u>	<u>Cost</u>
<b>Information Technology</b>	HPE 3Par SAN Replacement	\$95,000
	Avaya Phone System Server Replacement	60,000
	Laptop PCs (30 @ \$1,250)	38,000
<b>W1AW</b>	Broadcast Amplifier	7,000
	Broadcast Transceiver	2,200
<b>Building</b>	Repave Parking Lot and Repair Sidewalks	250,000
	Capital Maintenance Projects	10,000
<b>Total</b>		<hr/> <b>\$ 462,200</b>

**American Radio Relay League  
2022 Plan**

**Proposed Capital Expenditures  
Detail**

**A. HPE 3Par SAN Replacement**

Replace the HP 3Par Storage Area Network (SAN) unit at HQ which is more than 5-years-old and coming to the manufacturers end-of-life. We have received notification of discontinuance of service for this unit in October of 2022. The HP 3Par SAN is the core of the HQ VMware cluster, which contains all the storage for the 60 servers that make up the development, test, and production resources used for ARRL HQ infrastructure, LoTW, email data storage.

**B. Avaya Phone System Migration/Phone Replacement/PoE Switch Replacement**

Both the Avaya Phone Server and the Avaya PoE switches we use to support the phones are more than 5 years old. Our plan is to migrate our phone server to the cloud and eliminate the need for an on-premises server. We would need to replace the phones we are currently using and the PoE switches which provide the power for them. We believe that we can configure a virtual phone server on AWS for less that it would cost to have a vendor support an on-premises system.

**C. Laptop PCs (Quantity 30 @ \$1,250 ea.)**

As we do each year, we plan to continue our systematic replacement of older computers. We continue to be diligent about our replacement goals which allow us to replace a modest amount each year rather than have one year with a significant expenditure. The Plan includes replacing 30 aging Desktop PCs that will be more than 5 years old in 2021. We will continue what we started in 2021 by replacing more of the aging desktop PC's with newer and more efficient laptop units, which will give us more flexibility to have users work on-site or remotely. The 30 units being requested would bring us to a point where approximately 2/3 of our user systems will be laptops. These laptops will be under ARRL IT control and integrated with our internal security and management system. The replacements quoted are HP Laptop PCs with Intel i5 processors, 12GB RAM and Windows 10 Pro.

**D. Broadcast Amplifier**

In the continuing effort to keep the W1AW equipment up to date, the 2022 plan includes replacing one of the oldest amplifiers currently in use. Except for the four Acom 2000A amplifiers, all the other amplifiers used in the bulletin equipment have seen many years of use. The older Icom IC-PW1 amplifiers need to be replaced. The amplifiers should be capable of all-band, auto-tune operation. The amplifiers should also be capable of meeting or exceeding (preferable) the full-legal limit.

Acom 2000A amplifiers that were purchased in 2012, 2013, 2015, and 2016 and placed into service have proven themselves to be workhorses. In addition to being able to handle 1.5kW without

difficulty, they also have automatic tuning and internal antenna tuners. Automatic tuning is critical because the amplifier can quickly adjust itself for optimum efficiency. In addition, auto-tune amplifiers have much more monitoring circuitry than their manual-tuning cousins – at least of those located in the broadcast racks.

Therefore, the 2022 Plan includes the purchase of the second of a minimum of three (3) new amplifiers (HF) recommended to be replaced over the course of five years, as recommended in the 2020 Plan. With these new amplifiers, our station presence will not be compromised.

### **E. Broadcast Transceiver**

Since 2007, seven (7) Icom IC-756ProIIs and IIIs had been purchased to replace the Harris broadcast transmitters.

As part of this replacement process, in 2008, two new Icom IC-756ProIIIs were purchased to replace older equipment. In 2013, a new Kenwood TS-590S was purchased to replace an aged Icom IC-756ProII that was showing signs of wear and tear. In 2014, a new Yaesu FT-5000 was purchased to replace the aging Icom IC-756ProII used on 10 meters. In 2015, two new Icom IC-7410 transceivers were purchased to replace aging Icom IC-756ProIIs used on 80 and 15 meters, respectively. In 2017 and 2018 new Icom IC-7300 transceivers replaced the Icoms used on 17 and 20 meters, respectively. *(In early 2018, an old Icom IC-756ProII transceiver was pulled from storage and placed into service on 6 meters as part of the WIAW operating schedule.)* In 2019 a new Icom IC-7300 was installed to replace the older Kenwood TS-590. As such, the two (2) remaining Icom IC-756Pro-series transceivers are considered old equipment. The purchase of new broadcast transmitters over time is recommended to replace at least the oldest of the Icoms.

Because the Icom used on 6-meters is showing signs of failure, it is recommended a new transceiver be purchased in 2022 for this band.

### **G. Repave Parking Lot and Sidewalks**

The condition of the parking lot, curbing and sidewalks have deteriorated over the years and are in need of replacement. The parking lot was last paved in 1997 and the sections of curbing repaired in 2014. The capital plan includes the complete removal and replacement of the asphalt parking lot and concrete sidewalk and curbing.

### **H. Capital Maintenance Projects**

The proposal includes \$10,000 for capital building maintenance projects. While the priority of the projects has not yet been decided, these funds are to insure at least one capital maintenance project is addressed during the year.

BOARD CONFIDENTIAL

**STAFFING**

## **American Radio Relay League Proposed 2022 Plan**

### **Staffing**

The total staffing complement proposed in the Plan for 2022 includes 84 full-time and 5 part-time staff, for a total of 89 employees. This represents a total of 86 Full Time Equivalent (FTE) positions and a net reduction of 5 positions from the 2021 Plan document.

We have reviewed the staffing levels and believe that this staffing is appropriate for the growth and initiatives envisioned for the organization in 2022 balanced with available resources.

The 2022 Plan also includes a 5% turnover rate (approximately \$300,000) to offset the timing of vacant positions over the year.

Notable changes in the staffing Plan for 2022 include:

1. The Development department added the Development Director position. This position will focus on major gifts, planned giving, grants and bridging the development efforts between the League and Foundation.
2. The position eliminated within the IT staff plan was the Personify Specialist. As a replacement for John Proctor, ARRL hired a Business Intelligence Analyst that has experience with Business Objects which is the platform Personify is based on. With this experience and knowledge now in house an additional position is not needed at this time. With the hiring of an IT Director, it is expected that the resources in the IT department will be extensively evaluated and may very well change the position makeup of the department.
3. The part-time International Relations Specialist has been removed from the Plan for 2022. Clerical support of the IARU Officers and representatives was written into the currently vacant Executive Administrative Assistant job description. This position will focus on administrative needs such as travel plans and IARU web page maintenance under the guidance of the IARU Officers.
4. The Regulatory Information Manager position was eliminated. The position proved to be only a part-time position at best and was absorbed by the Radiosport Manager.
5. After the retirement of an Awards and Program Assistant over a year ago and the position sitting vacant for several months, it was decided that a replacement was not necessary. LoTW customer support needs have diminished with additional educational resources.
6. The Education and Learning Department had a Digital Content Developer and an Instructional designer in the 2021 Plan. With the hiring of Steve Goodgame as the new manager of this area, we believe that ARRL will be better served contracting this work with outside consultants as needed rather than hiring full time staff positions. This will

allow for flexibility on an as needed basis and engaging the appropriate skill set for each project. While these two positions were eliminated from the 2022 Plan, additional consulting expenses were added.

Also included in the Plan is an average increase of 3.0% for the staff, effective on April 1, 2022. This does not mean that everyone will receive a raise, or even if they do, one that will equal 3.0%. Each employee's performance will be reviewed, and any merit increase in their compensation will be based on their review as well as where their current compensation is within the appropriate salary range. Also impacting potential increases could be the results of the salary and benefits survey currently under way.

BOARD CONFIDENTIAL

**AMERICAN RADIO RELAY LEAGUE  
2022 STAFFING SUMMARY**

<u>Function/Department</u>	<u>2021 Plan Total</u>	<u>Transfers</u>	<u>Add</u>	<u>Delete</u>	<u>2022 Plan Total</u>	<u>Additions</u>
<u>Publications and Editorial</u>						
Administration	4				4	
Composition	2				2	
Editorial	4				4	
<u>Membership, Marketing &amp; Communications</u>						
Mkt Communications Admin	7	-1			6	
Advertising	1				1	
Membership	1				1	
Member Services	5				5	*
Warehouse	4				4	
<u>Product Development\Innovation</u>						
	1				1	
<u>Support</u>						
Executive	4				4	
Development	3		1		4	Development Director
Controllers	5				5	
Information Technology	12			-1	11	
Administrative Services	3				3	
Human Resources	1				1	
Building Maintenance	1				1	
<u>Advocacy</u>						
Washington D.C.	2			-1	1	
Public Relations & Outreach	1	1			2	
Regulatory Affairs	1			-1	0	
<u>Operations</u>						
	1				1	
<u>Radiosport &amp; Field Services</u>						
Contests	1				1	
Awards	7			-1	6	*
QSL Bureau	1				1	*
Field Services	3				3	
Emergency Management	3				3	
<u>Education &amp; Learning</u>						
	4			-2	2	
<u>VEC</u>						
	6				6	*
<u>WIAW</u>						
	2				2	
<u>Lab</u>						
	4				4	
<hr/>						
Total Staff	94	0	1	-6	89	
FTEs	90				86	
* Includes part time position(s).						