

**American Radio Relay League  
Proposed 2024 – 2025  
Plan**

**Revised 12/12/2023**

**Detailed Income Statement**

**BOARD  
CONFIDENTIAL**

**American Radio Relay League  
Detailed Income Statement  
2024 - 2025 Plan**

	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>SUMMARY</b>					
<b>REVENUES</b>					
PUBLICATIONS & PRODUCTS	\$2,975,793	\$3,483,000	\$3,497,000	\$3,632,000	\$3,633,000
ADVERTISING	1,588,980	1,642,000	1,511,000	1,450,000	1,420,000
MEMBERSHIP DUES	6,749,957	6,715,000	6,868,000	7,235,000	7,384,000
SUBSCRIPTIONS	110,780	92,000	92,000	1,376,000	1,321,000
PROGRAM & SERVICE FEES	873,719	918,000	958,000	1,030,000	1,031,000
INVESTMENT INCOME	2,723,124	297,000	471,000	475,000	475,000
CONTRIBUTIONS & SUPPORT	2,041,247	1,467,000	1,464,000	1,475,000	1,477,000
OTHER	147,752	85,000	85,000	99,000	99,000
<b>TOTAL REVENUES</b>	<b>\$17,211,352</b>	<b>\$14,699,000</b>	<b>\$14,946,000</b>	<b>\$16,771,000</b>	<b>\$16,838,000</b>
<b>DIRECT COSTS</b>					
PUBLICATIONS & PRODUCTS	1,381,229	1,436,000	1,538,000	1,540,000	1,535,000
SUBSCRIPTIONS	2,048,284	1,950,000	1,945,000	1,169,000	1,177,000
<b>TOTAL DIRECT COSTS</b>	<b>\$3,429,513</b>	<b>\$3,387,000</b>	<b>\$3,484,000</b>	<b>\$2,708,000</b>	<b>\$2,711,000</b>
<b>ADMINISTRATIVE EXPENSES</b>					
HEADQUARTERS	11,771,546	13,108,000	13,125,000	13,444,000	13,700,000
BOARD OF DIRECTORS, OFFICERS & COMMITTEES	401,744	486,000	486,000	441,000	408,000
SECTION LEVEL	114,978	118,000	118,000	116,000	116,000
<b>TOTAL ADMIN EXPENSES</b>	<b>\$12,288,268</b>	<b>\$13,711,000</b>	<b>\$13,728,000</b>	<b>\$14,000,000</b>	<b>\$14,224,000</b>
<b>TOTAL EXPENSES</b>	<b>\$15,717,782</b>	<b>\$17,098,000</b>	<b>\$17,212,000</b>	<b>\$16,708,000</b>	<b>\$16,935,000</b>
<b>NET EXCESS (DEFICIT) FROM OPERATIONS</b>	<b>\$1,493,570</b>	<b>(\$2,399,000)</b>	<b>(\$2,266,000)</b>	<b>\$63,000</b>	<b>(\$97,000)</b>
<b>NET EXCESS (DEFICIT)</b>	<b>\$1,493,570</b>	<b>(\$2,399,000)</b>	<b>(\$2,266,000)</b>	<b>\$63,000</b>	<b>(\$97,000)</b>

**American Radio Relay League  
Detailed Income Statement  
2024 - 2025 Plan**

	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>REVENUES:</b>					
<b>PUBLICATION AND PRODUCT SALES:</b>					
ARRL Handbook	\$688,228	\$599,000	\$749,000	\$542,000	\$500,000
Repeater Directory	106,293	102,000	84,000	112,000	110,000
Ham Radio License Manual	508,892	547,000	547,000	612,000	650,000
Training Aids	318,631	430,000	430,000	466,000	450,000
Non-ARRL Publications	188,529	180,000	180,000	2,000	10,000
Royalty Items	116,772	181,000	127,000	224,000	200,000
Other Books	454,372	703,000	703,000	778,000	750,000
RSGB	6,509	6,000	6,000	12,000	14,000
Kits & Equipment	0	0	0	263,000	300,000
Other Pubs/Product Sales	6,375	0	7,000	0	0
Forms & Media	0	0	0	6,000	8,000
Membership Supplies	226,971	260,000	260,000	230,000	250,000
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	2,621,572	3,008,000	3,093,000	3,247,000	3,242,000
e-Book Royalties	47,428	60,000	60,000	61,000	70,000
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	47,428	60,000	60,000	61,000	70,000
Postage/Handling Fees	348,793	454,000	383,000	371,000	369,000
Amazon Freight & Damager Disc.	(20,518)	(24,000)	(24,000)	(23,000)	(24,000)
Sales Returns and Allow.	(21,482)	(15,000)	(15,000)	(24,000)	(24,000)
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<b>TOTAL PUBLICATION &amp; PRODUCT SALES</b>	<b>\$2,975,793</b>	<b>\$3,483,000</b>	<b>\$3,497,000</b>	<b>\$3,632,000</b>	<b>\$3,633,000</b>
<b>ADVERTISING:</b>					
QST	1,306,117	1,365,000	1,240,000	1,135,000	1,135,000
Electronic Advertising	45,416	48,000	48,000	50,000	50,000
Ham Ads	8,084	8,000	8,000	8,000	8,000
OTA Advertising	13,525	27,000	22,000	18,000	18,000
QEX	5,662	6,000	8,000	8,000	8,000
NCJ	10,226	12,000	14,000	13,000	13,000
WEB Banners	56,113	52,000	52,000	59,000	59,000
LoTW Banner Ads	18,110	18,000	18,000	22,000	22,000
Podcast Advertising	6,000	0	0	3,000	3,000
All Other Advertising	119,728	105,000	100,000	135,000	105,000
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<b>TOTAL ADVERTISING</b>	<b>\$1,588,980</b>	<b>\$1,642,000</b>	<b>\$1,511,000</b>	<b>\$1,450,000</b>	<b>\$1,420,000</b>

**American Radio Relay League  
Detailed Income Statement  
2024 - 2025 Plan**

	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>REVENUES</b>					
<b>MEMBERSHIP DUES AND SUBSCRIPTIONS:</b>					
Term Membership Dues	\$6,117,534	\$6,084,000	\$6,234,000	\$6,616,000	\$6,771,000
Life Membership Dues	632,422	631,000	634,000	618,000	613,000
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<b>TOTAL DUES &amp; SUBSCRIPTIONS</b>	<b>\$6,749,957</b>	<b>\$6,715,000</b>	<b>\$6,868,000</b>	<b>\$7,235,000</b>	<b>\$7,384,000</b>
<b>SUBSCRIPTIONS:</b>					
QST Subscriptions	0	0	0	941,000	903,000
OTA Subscriptions	2,998	8,000	8,000	350,000	340,000
NCJ Subscriptions	25,243	23,000	23,000	20,000	18,000
QEX Subscriptions	77,733	56,000	56,000	58,000	55,000
QST: Dealer	4,807	5,000	5,000	5,000	5,000
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<b>TOTAL DUES &amp; SUBSCRIPTIONS</b>	<b>\$110,780</b>	<b>\$92,000</b>	<b>\$92,000</b>	<b>\$1,376,000</b>	<b>\$1,321,000</b>
<b>PROGRAMS &amp; SERVICE FEES:</b>					
QSL Bureau Service	16,447	17,000	17,000	17,000	17,000
DXCC Fees and Receipts	501,843	516,000	566,000	628,000	640,000
W1AW Certificate Fees	1,032	0	0	0	0
CQ Revenue	39,998	42,000	42,000	52,000	55,000
Contest Fees	12,401	13,000	13,000	13,000	14,000
Volunteer Exam Fees	299,923	328,000	318,000	318,000	303,000
IARP Fees	805	0	0	1,000	1,000
Non-Member FCC changes	1,270	2,000	2,000	1,000	1,000
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<b>TOTAL FEES</b>	<b>\$873,719</b>	<b>\$918,000</b>	<b>\$958,000</b>	<b>\$1,030,000</b>	<b>\$1,031,000</b>
<b>INVESTMENT INCOME:</b>					
Interest/Dividend Income	422,563	297,000	471,000	475,000	475,000
Gain/(Loss) from Sale of Investments	2,300,561	0	0	0	0
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<b>TOTAL INVESTMENT INCOME</b>	<b>\$2,723,124</b>	<b>\$297,000</b>	<b>\$471,000</b>	<b>\$475,000</b>	<b>\$475,000</b>

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	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>CONTRIBUTIONS &amp; SUPPORT:</b>					
Contributions - Unrestricted	\$425,376	\$185,000	\$185,000	\$260,000	\$260,000
Contributions - Diamond Club	417,993	450,000	450,000	454,000	475,000
Contributions - Restricted	1,197,877	832,000	829,000	761,000	740,000
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<b>TOTAL CONTRIBUTIONS &amp; SUPPORT</b>	<b>\$2,041,247</b>	<b>\$1,467,000</b>	<b>\$1,464,000</b>	<b>\$1,475,000</b>	<b>\$1,477,000</b>
<b>OTHER REVENUES:</b>					
Royalties	2,856	1,000	0	1,000	1,000
Insurance Commission	36,873	22,000	22,000	30,000	30,000
Affinity Insurance Royalty	3,326	0	0	0	0
Auction Revenue	18,463	15,000	15,000	15,000	15,000
Misc. Other Income	86,235	47,000	47,000	53,000	53,000
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<b>TOTAL OTHER REVENUES</b>	<b>\$147,752</b>	<b>\$85,000</b>	<b>\$85,000</b>	<b>\$99,000</b>	<b>\$99,000</b>

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	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>DIRECT COSTS</b>					
<b>DIRECT COSTS OF PUBLICATIONS &amp; PRODUCTS:</b>					
ARRL Handbook	\$235,576	\$124,000	\$214,000	\$175,000	\$150,000
Repeater Directory	30,798	20,000	24,000	41,000	38,000
Ham Radio License Manual	102,072	122,000	122,000	98,000	115,000
Training Aids	58,991	73,000	93,000	119,000	110,000
Non-ARRL Publications	119,258	115,000	115,000	1,000	4,000
Royalty Items	41,954	54,000	40,000	40,000	40,000
Other Books	107,714	149,000	177,000	187,000	160,000
RSGB	4,943	5,000	5,000	7,000	9,000
Kits & Equipment	0	0	0	138,000	150,000
Other Pubs/Product COGS	2,940	0	3,000	0	0
Membership Supplies	113,400	130,000	130,000	98,000	115,000
Forms & Media	0	0	0	2,000	3,000
e-Book Expenses	5,636	5,000	5,000	3,000	3,000
Publications Forwarding Expense	476,196	529,000	485,000	501,000	505,000
Advertising/Promotion Expense	16,772	60,000	67,000	78,000	80,000
In-House Pub Use	55,477	32,000	41,000	38,000	39,000
Obsolete Inventory	9,500	18,000	18,000	15,000	15,000
<b>TOTAL DIRECT PUBLICATION &amp; PRODUCT SALES</b>	<b>\$1,381,229</b>	<b>\$1,436,000</b>	<b>\$1,538,000</b>	<b>\$1,540,000</b>	<b>\$1,535,000</b>

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	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>DIRECT COSTS OF SUBSCRIPTIONS:</b>					
QST Publication Expense	\$787,599	\$768,000	\$768,000	\$549,000	\$549,000
QST Insertion Costs	58,798	18,000	18,000	0	0
QST Forwarding Expense	874,176	861,000	856,000	344,000	351,000
QST Electronic Production Exp.	6,099	6,000	6,000	8,000	8,000
On the Air Production Costs	118,244	110,000	110,000	86,000	86,000
On the Air Forwarding Costs	72,666	67,000	67,000	52,000	53,000
On the Air Electronic Production Costs	6,099	6,000	6,000	8,000	8,000
QEX Publication Expense	53,235	45,000	45,000	46,000	46,000
QEX Electronic Production Costs	6,099	6,000	6,000	8,000	8,000
QEX Forwarding Expense	20,380	23,000	23,000	22,000	22,000
NCJ Publication Expense	23,255	21,000	21,000	25,000	25,000
NCJ Electronic Production Costs	6,099	6,000	6,000	8,000	8,000
NCJ Forwarding Expense	12,545	12,000	12,000	13,000	13,000
Podcast Expense	2,990	1,000	1,000	0	0
<b>TOTAL DIRECT SUBSCRIPTION COSTS</b>	<b>\$2,048,284</b>	<b>\$1,950,000</b>	<b>\$1,945,000</b>	<b>\$1,169,000</b>	<b>\$1,177,000</b>

**American Radio Relay League  
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2024 - 2025 Plan**

	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>HEADQUARTERS OPERATIONS:</b>					
Salaries Regular	\$5,702,595	\$6,575,000	\$6,432,000	\$6,906,000	\$7,205,000
Salaries Overtime	27,992	5,000	5,000	10,000	10,000
Employee Recognition /Awards	12,431	15,000	15,000	16,000	16,000
Employee Benefits	1,444,509	1,621,000	1,599,000	1,787,000	1,842,000
Employee Education/Training	4,897	0	0	0	0
Relocation Expense	8,489	0	0	0	0
Recruiting Advertising	14,841	7,000	7,000	7,000	3,000
Legal and Professional	296,978	276,000	291,000	276,000	276,000
Accounting/Audit Fees	47,550	46,000	46,000	50,000	50,000
Other Consultants	577,464	678,000	785,000	467,000	460,000
Education Grants	79,637	60,000	60,000	70,000	70,000
Youth Licensing Grants	5,145	5,000	9,000	8,000	8,000
Promotional Materials	37,401	34,000	34,000	31,000	28,000
Donor Recognition	74,625	60,000	60,000	52,000	46,000
Donor Development	0	0	0	7,000	7,000
Office Supplies	32,730	31,000	33,000	26,000	28,000
Stationery/Printing/Forms	233,813	269,000	265,000	234,000	227,000
Exhibit Expense	98,238	58,000	58,000	82,000	51,000
Convention Support	0	150,000	150,000	0	0
Membership Recruiter Program	1,756	0	5,000	5,000	6,000
Expensed Equipment/Furniture	49,854	44,000	50,000	71,000	66,000
Computer Supplies	7,407	6,000	7,000	6,000	6,000
Purchased Software Packages	2,012	1,000	1,000	0	0
Telephone	47,278	48,000	48,000	56,000	57,000
Internet/ISP/Electronic Mail	35,435	37,000	37,000	35,000	38,000
ARRL.net	33,890	33,000	13,000	26,000	26,000
Postage	423,867	437,000	439,000	432,000	416,000
Software License Agreements	249,930	244,000	253,000	259,000	266,000
Web Services	83,815	120,000	137,000	261,000	250,000
Software Maintenance	23,888	26,000	18,000	15,000	16,000
Cloud Storage	36,881	30,000	18,000	0	0
Video License Agreements	25,200	25,000	25,000	25,000	25,000
Maintenance of Equipment	135,360	134,000	111,000	117,000	103,000
Rent/Leased - Equipment	239	5,000	0	0	0
Rent/Leased - Warehouse	3,198	55,000	6,000	0	0
Right of Use - Equipment	4,043	0	5,000	4,000	4,000
Right of Use - Warehouse	48,476	0	49,000	50,000	51,000
Rent/Leased - Office Space	0	0	0	0	0
Vehicle Expenses	601	1,000	1,000	1,000	1,000



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	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>HEADQUARTERS OPERATIONS:</b>					
Dues and Subscriptions	\$19,441	\$27,000	\$29,000	\$57,000	\$57,000
IARU Dues	459	38,000	38,000	1,000	1,000
Business Travel	185,411	124,000	126,000	132,000	146,000
Overseas Travel	130,954	224,000	230,000	163,000	167,000
Member Contact Travel	6,204	11,000	11,000	8,000	8,000
Program Travel	103,166	76,000	76,000	114,000	114,000
Utilities	137,414	139,000	139,000	124,000	132,000
Insurance	120,582	153,000	153,000	146,000	151,000
Property Taxes	130,748	139,000	139,000	142,000	142,000
Building Maintenance	107,692	95,000	109,000	112,000	114,000
Ground Maintenance	35,695	40,000	30,000	41,000	30,000
Overseas QSL Service	12,832	15,000	15,000	15,000	14,000
Awards Expense	64,021	63,000	63,000	94,000	96,000
CQ Award Expense	11,999	13,000	13,000	16,000	17,000
W1AW Station Expense	2,524	4,000	4,000	4,000	4,000
Product Review Expense	20,097	12,000	12,000	18,000	18,000
Lab Expense	10,845	7,000	7,000	7,000	7,000
Payroll Processing	8,229	9,000	9,000	10,000	10,000
Bank Service Charges	21,494	12,000	22,000	21,000	21,000
Sales Tax Processing Fees	5,892	12,000	12,000	9,000	9,000
Interest Expense	2,913	0		1,000	1,000
Credit Card Fees	367,313	353,000	413,000	415,000	425,000
Bad Debt Expense	2,900	1,000	1,000	3,000	3,000
Other Taxes and Permits	2,812	0	0	0	0
Depreciation and Amortization	347,202	403,000	403,000	401,000	361,000
Miscellaneous	240	0	0	0	0
<b>TOTAL HEADQUARTERS OPERATIONAL EXPENSES</b>	<b>\$11,771,546</b>	<b>\$13,108,000</b>	<b>\$13,125,000</b>	<b>\$13,444,000</b>	<b>\$13,700,000</b>

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2024 - 2025 Plan**

	2022 Actual	2023 Plan	2023 Plan (Reforecast)	2024 Plan	2025 Plan
<b>BOARD of DIRECTORS, OFFICERS &amp; COMMITTEES:</b>					
Divisions	\$125,889	\$139,000	\$139,000	\$137,000	\$137,000
President and Officers	30,181	32,000	32,000	45,000	35,000
BOD Meetings	144,954	156,000	156,000	156,000	156,000
Committees	100,720	159,000	159,000	103,000	80,000
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	401,744	486,000	486,000	441,000	408,000
Section Level Administrative Exp.	114,978	118,000	118,000	116,000	116,000
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<b>TOTAL BOARD of DIRECTORS, OFFICERS &amp; COMMITTEES:</b>	<b>\$516,722</b>	<b>\$604,000</b>	<b>\$604,000</b>	<b>\$556,000</b>	<b>\$523,000</b>

BOARD CONFIDENTIAL