

**2009 Annual Board Meeting  
ARRL Board of Directors  
Windsor Locks, Connecticut  
January 16, 2009**

**Report of the Chief Operating Officer  
Submitted by Harold Kramer, WJ1B**

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## Overview

During the second half of 2008, there was increased participation in our programs and services including contests, awards and VEC. ARRL membership increased slightly for the year meeting the reforecast projection. We exceeded our publications revenue and advertising revenue forecasts. This was good news, particularly since the final quarter of 2008 was not an easy time considering the dismal economic news and poor HF propagation.

Why did we do well operationally? I attribute our success to both external and internal factors. Externally, Amateur Radio and the ARRL are still experiencing the positive results from the 2007 licensing restructuring. I believe that the restructured licensing requirements generated a renewed interest in Amateur Radio. More new Amateur Radio licenses were issued in 2008 than in 2007 and we see continuing growth in license upgrades. There is an increased awareness of Amateur Radio's role in Emergency Communications and this public perception of Amateur Radio among emergency communications professionals and volunteers drives some of this license growth. As an example, we now distribute the *ARES E-Letter* to 30,000 subscribers.

Internal improvements have driven our operational success during the second half of 2008. I attribute much of our success to improved implementation of our marketing strategies and tactics. Publication sales strategies included improving the look and content of our publications including *QST*; increasing the number of book titles that we publish, particularly in partnership with third parties; broadening our non-book product offerings; improving the implementation and analysis of our direct mail efforts and upgrading our retail Web presence on third-party sites. Our advertising sales strategy emphasizes a consultative relationship with our advertisers by helping them grow and improve their businesses. In publications and advertising, we focused on our members' and customers' needs by conducting ongoing research and by listening to our members. We use a more sophisticated, research based, team-oriented approach to publication development, branding, marketing, and particularly member communications. These efforts delivered improved results.

In addition, we created an operational climate that strives to continuously improve our services to our members. This includes improvements in VEC, MVP, Logbook of the World (closing in on 200 million QSO records) and membership fulfillment and processing. We emphasize a cross-departmental team approach to projects as evidenced by the report below on the Fathom Project. We have also cross-trained staff in critical areas. As an organization, I believe we are getting smarter, more efficient and more productive. Hopefully, we will be well prepared as we move ahead into a challenging 2009.

## **Fathom Project Update**

The Fathom Web rebuild project is moving ahead, although a little slower than planned. This delay was not unanticipated due to staffing priorities. We have now completed the new site's overall design, architecture and navigation scheme. These have been challenging because of the large amount of information located on our site.

During the second half of 2008, Fathom has conducted user research with different ARRL stakeholders to determine and validate their desires for the new site.

ARRL staff and Fathom representatives have been working together in "content teams" to develop the new architecture and content. Each team is comprised of two to five members. Other employees have participated in team meetings as required. The teams have been meeting regularly and most of the teams have already completed their site architecture design. We will be having another round of review and discussions between Fathom representatives and the teams to review and finalize their progress sometime in late January.

Concurrent with the content teams, Jon Bloom and his staff have been holding discussions with Fathom to assure that the new site will be compatible with our current site's technology. Much of their discussion has been focused on the new E-Commerce/Web store component of the site since we were planning to upgrade the E-Store in 2009, regardless of the Fathom project.

On our current time line, we expect to wrap up the research and planning activities in early February, which will complete Phases 1 and 2, respectively. Design, development and programming work for Phase 3 will run concurrently with content integration through October 31. Subsequently, technology and user testing are slated for November, leading to our launch goal of December 31.

## **Note to ARRL Staff**

As I have done in the past, I am sharing this report with the ARRL HQ staff as well as sending it to the Officers and Board Members. Once again, I want to thank everyone on the staff for their hard work and dedication during the second half of 2008. The Board, my fellow Officers and I appreciate all of your efforts and fine work on behalf of the ARRL and Amateur Radio.

Thanks again to everyone who contributed to this report and special thanks to Joel Kleinman who copyedited this document and Diane Szlachetka for the visual montages of our advertising and periodicals.

## **Operational Highlights During the Second Half of 2008**

### **ARRL Lab**

- ARRL Lab designed a new test fixture room, constructed to ANSI C63.4 specifications, to measure the conducted emissions of noisy devices.
- Under Mike Gruber's leadership, we completed a document of procedures that will allow electric utilities to address power-line noise complaints. It is serving as the first draft of a Recommended Practice for the utility industry.
- The Lab continues to support ARRL's defense of spectrum. This included work in the area of RFI, BPL, PAVE-PAWS and continued contact with IEEE committees and industry.
- The Lab staff completed the renovation of the W1HQ facility and oversaw the installation of a SteppIR beam.
- Lab staff has supported the members' use of the new *QST* archives. Over 100 reports of minor errors in the article database are received and corrected weekly.

### **Business Services**

- Exceeded advertising projected revenue for 2008.
- Added 19 new *QST* Advertisers and 4 new publication dealers.
- Created Field Day Z Fold Edition in June *QST*
- Expanded our wholesale book sales efforts through Amazon and Google.
- Sold out first HTML Based Newsletter – *The ARRL Contest Update*- distribution now exceeds 20,000
- Reorganized sales work force and added Zoe Belliveau as administrative assistant
- Managed the third annual ARRL On-Line Auction and created sponsorship levels for the Auction, resulting in the highest levels of corporate donations since the auction began.

## Education Services

- Expanded the Teachers Institutes from four to six and added two additional instructors.
- Developed and produced *General License Course* and *Digital Emergency Communications Course* on CD.
- 350th ARISS QSO celebrated!
- Completed the updating and editing of the Level 1 Emergency Communications course and republished an updated course book.
- Moving forward with our efforts to improve the operation and quality of the Continuing Education Program, we developed an Ethics Policy that we posted to our Web Site.
- We surveyed students who completed the online Emergency Communications Level 1 course, as well as those who did not complete the course, to assess the learning outcomes and to determine the importance of the role of mentors to the success of the course.
- We are developing a Web shared “library” of instructional resources for Amateur Radio licensing on our Web Site.

## Member and Volunteer Programs

- The DXCC Branch turnaround time is approximately six weeks, an improvement from the 13-15 week turnaround time at the end of 2007.
- *Logbook of the World* attained almost 23,600 users and more than 198 million total QSO records.
- Implemented a Web-based Field Day locator mapping application.
- Finalized design and rules for the Triple Play WAS Award
- Successfully promoted the 75th Sweepstakes contest
- Streamlined club affiliation processing at HQ with improved software tools
- Along with ARRL HQ team, Dennis Dura K2DCD, led a professional, coordinated Field/HQ response to Hurricanes Gustav and Ike and Tropical Storm Hannah.
- Dennis escalated Amateur Radio’s presence at many professional EmComm organizations and conferences.

## Marketing and Sales

- ARRL membership climbed to a year-end total of 154,627. We are at the highest membership since 2003 levels.
- Began telemarketing to lapsed members trial
- Exceeded YTD publications revenue targets. Total sales in 2008 reached \$3.23 million (\$3.26 million in 2007).
- *The 2009 ARRL Handbook, 50 Years of Amateur Radio Innovation, Basic Antennas: Understanding Practical Antennas and Design* and *The ARRL General Class Course* on CD were among the popular new products introduced during this period.
- Added 10 third-party products to our offerings
- Improved the availability, distribution, and fulfillment of event and recruitment collateral material such as brochures, display materials, etc.
- In November we welcomed Membership Manager Diane Petrilli, KB1RNF, to the Headquarters staff.
- Introduced the online *QST Archive* as a new membership benefit.
- Added a 30-day follow-up mailing to new licensees (90% do not respond to the first invitation to join).

## Publications and Editorial Department

- A new edition of the *Satellite Handbook* debuted in October. Steve Ford, WB8IMY, authored this book and it builds on the success of the original editions authored by Martin Davidoff, K2UBC.
- Introduced *Basic Antennas* by Joel Hallas, W1ZR, in October. This is follow-up to Joel's successful *Basic Radio* book.
- October saw the debut of *50 Years of Innovation*, a book of vintage radio photos by Joe Veras, K9OCO. This book has been surprisingly successful, so much so that we have had to go back to the printer for additional stock.
- We created the 2009 ARRL Calendar, using photos from Joe Veras, K9OCO, that did not appear in *50 Years of Innovation*.
- We released the *2009 Handbook*, which featured several new projects.
- We published five special issues of *QST*: Vintage (January), Antennas (March), Field Day (June), Emergency Communications (September) and Radiosport (October).

- Other Publishing highlights:
  - *VHF Digital Handbook*.
  - *Hands-On Radio Experiments*, a major success.
  - Bi-weekly *Contest Update* e-mail newsletter in HTML format with advertising
  - Debuted the new *VEC Manual* in both print and electronic formats.
  - New *General Class License Course* on CD-ROM
  - New *Digital Emergency Communications Course* on CD-ROM
  - *The ARRL Extra Class License Manual*
- *The ARRL Letter* exceeds 73,000 distribution

## **VEC**

- ARRL VEC achieved 72% market share of total amateur exams given.
- Created a new Web-based exam-generation program for VEC.
- The number of new Amateur Radio licensees coming into the Amateur Radio Service in 2008 increased by 28,066, compared to 26,728 in 2007 and 21,112 in 2006.
- General and Extra license upgrade activity is strong. 15,501 amateurs achieved a higher license class in 2008.
- The demand for Amateur Radio exam sessions remains high; 42,345 exam elements have been administered at 6,152 ARRL/VEC sponsored test sessions.
- Interest in becoming an accredited Volunteer Examiner is on the rise; 2,017 new VEs joined our program in 2008 for a total of almost 32,000 accredited Volunteer Examiners.
- The total number of US Amateurs grew in 2008 by 1.2% to 663,500.

## **Web and Software Development**

- Added recurring-billing capability to the online credit-card processing system and expanded the use of that system to additional HQ departments.
- Completed extensive revisions and upgrades to the VEC database system.
- Developed software for automated HTML Newsletter production.
- Developed software for the *Triple Play* Award. (January 1 rollout)

## Departmental Reports

### The ARRL Lab Ed Hare, W1RFI

#### **Product Review Testing**

It was a busy second half of the year for Product Review testing. Bob Allison tested 24 different products for the popular *QST* column including the Elecraft K3. We tested three different K3s including a complete round of testing on how the various bandpass filters affected dynamic range. We also tested the Perseus software-defined radio receiver, looking at new ways to test this new and upcoming technology.

Bob developed better test methods to test power meters more accurately and a test for DSP speakers. In the 4<sup>th</sup> quarter, he developed a test for DC power inverters, integrating the screen-room equipment with the Lab's test fixture for conducted emissions.

#### **RFI and Power Line Noise**

ARRL's RFI engineer, Mike Gruber, continues to work on power-line noise to help members with RFI problems. Mike is handling the majority of the RFI cases and issues, with the exception of BPL. He reports that in the second half of 2008, the Lab handled 121 new RFI cases. There were 31 new power line cases. The ARRL mailed letters to seven power companies and the FCC sent one letter to a power company. Mike reports a total of 1,334 RFI-related e-mails were in his sent-mail folder.

The ARRL Lab provided information to ARRL General Counsel Chris Imlay, to help with his contact with the FCC with respect to enforcement. The issue of power-line interference was raised, in the context of power-line FCC enforcement activity on power-line cased dropping to zero in the wake of Riley's Hollingsworth's departure. The FCC agreed to take on one power-line case.

Mike reworked a report he had given to Riley Hollingsworth regarding the methodology that the ARRL and the FCC processed power line cases, reformatting it into a form suitable to use as an IEEE standard Recommended Practice. Ed Hare showed this to the IEEE EMC Society Standards Development Committee, which expressed enthusiasm for the project. Ed was asked to prepare an IEEE Project Authorization Request for the formal consideration of the committee. If approved, Ed and Mike will help form a Working Group to complete the work, drawing heavily on the contacts that have been established within the utility industry. The timeline for the completion of the work will be in the hands of the Working Group and the IEEE, but with much of the draft already written, significant progress on the standard should be made in 2009.

## **W1HQ and Staff Training**

The W1HQ antenna tower was replaced in the third quarter. The old tower, that was about 30 years old, had deteriorated to the point where it would soon become unsafe to climb. The SteppIR beam was updated with an additional 40-meter element.

Bob Allison conducted two sessions, helping HQ staff kindle (or rekindle) their interest in building and using the MFJ Cub kit that we sell. All of the participants were enthusiastic. Some went on to learn more about building from scratch, as Tony Nesta conducted sessions helping staff to build a code-reading project.

## **Regulatory Activity**

BPL activities have included:

1. Maintained contact with hams in local BPL trial areas.
2. Participation in industry discussions about BPL interference and standards: Ed Hare, W1RFI, serves on the IEEE EMC Society Standards Development Committee, as the elected Secretary of the EMC Society standards development committee; Chairs the ANSI accredited C63® Committee's Subcommittee 5 and represents the ARRL on the IEEE P1775 BPL EMC committee.
3. Things have been more or less stable on the BPL front in the US, although new deployments spring up as old ones are shut down. The primary focus points toward BPL to continue to be deployed in rural areas, subsidized by US-government loan, multi-dwelling and in-home BPL and grid automation.
4. Ed Hare continues to participate on the P1775 BPL standards committee. This work is nearing completion. The Working Group has sent the standard to the sponsoring IEEE Societies, asking them to determine if the standard is ready for IEEE ballot.

## **Spectrum Issues**

Lab Staff has continued to work with Dan Henderson, Paul Rinaldo and Chris Imlay to analyze PAVE-PAWS interference and systems. Ed has been running Longley-Rice propagation calculations on repeaters, helping to identify ways that some of the repeaters on "the list" of repeaters requiring mitigation can be kept on the air.

## Miscellaneous

The ARRL Lab staff made significant contributions to the annual auction. The Lab Junque Boxes were again a hit. Bob Allison developed an improved tracking system to help transition equipment from Product Review into the auction more smoothly. Once again, the Lab helped with the USTTI students, again reporting that every student successfully completed the Vectronics 40-meter receiver kit in the “Lab night” held in conjunction with the classes.

## Technical Information Service

In the 4<sup>th</sup> quarter, the Lab staff started to log information about the nature of its contact with members. They defined the most popular categories and started to track the number of inquiries related to each topic. We expect that we will do this several times a year, to allow staff to better judge what resources are needed to continue to provide quality technical assistance to ARRL members.

### TIS Statistics 10/26/2008 - 12/21/2008

TIS Inquiry Topic	Inquiries	%
Article photocopies/archive corrections	438	43.3%
Antenna/Feed line/Tower questions	105	10.4%
RFI/EMI/FCC issues	89	8.8%
Other	89	8.8%
Locate companies, parts or services	52	5.1%
Operating / amateur exam questions	44	4.3%
BPL	39	3.9%
Software problems	35	3.5%
Regulatory questions	29	2.9%
Misdirected	28	2.8%
How to use equipment	27	2.7%
What rig is best? / Product Review	26	2.6%
PAVE-PAWS	9	0.9%
Propagation	2	0.2%
<b>TOTAL</b>	<b>1,012</b>	<b>100%</b>



Antennas, The HamPros Group and Quicksilver Antennas all increased their advertising space. Yaesu, already advertising a substantial number of *QST* pages, added another full page each month, making them our number one advertiser in terms of gross revenue.

Our advertisers indicate that antenna sales continue to be robust and mid-range priced products continue to do well. However, high end linear amplifiers and transceiver sales have continued to decline and we are beginning to see “coupon wars” between some of the major manufacturers trying to stimulate sales.

Although the second half of the year has produced an unpredictable business climate, we were still able to obtain commitments from multiple clients for expanded advertising and we recruited nineteen new advertisers.

### **Publication Advertising**

During 2008, advertising, including 4-color inside covers, was sold in the following publications:

*The ARRL Repeater Directory*

*The ARRL Extra Class License Manual*

*The ARRL Extra Class Q & A*

*The ARRL DXCC Yearbook*

*Ham Express 411* (an advertising and editorial booklet accompanying new ham membership mailings)

*The 2009 ARRL Handbook for Radio Communications*

### **The ARRL On-Line Auction**

The 2008 ARRL On-Line Auction ran from October 23, 2008 through October 31, 2008. A Preview Week commenced a week prior, beginning on October 16, 2008.

Our promotional efforts to entice prospective bidders included solicitations to previous bidders, e-mail solicitations to our approved list of 70,000 ARRL members, *ARRL Letter* and ARRL Web Crawl stories and *QST* announcement advertising.

Our promotional efforts to prospective donors included solicitations to all current advertisers, retailers and business partners. We crafted a tier incentive program to encourage more donations. Perks included preferred placement on the Auction site, mention in prospective bidder solicitations and mention in the post-auction *QST* advertisement story (clearly labeled advertising).

Although our promotion efforts were the most aggressive to date and we received the largest number of corporate donations to date, we were not able to overcome the economic climate and reach our goal of \$60,000 in gross revenue. The number of bidders was smaller than the previous year's auction and bidding was noticeably lighter.

**Activity Statistics:**

1. Registered bidders for this auction: 1,182
2. Number of items up for bid: 197
3. Number of items bid on and won: 189
4. Total unique bidders: 287
5. Total unique winning bidders: 114
6. Gross Revenue \$43,053

**Wholesale Publications Revenue**

During the course of the year, we recruited four new ARRL Publication Dealers. High Sierra Antennas (selling ARRL titles under the name NewHam Store), LDG, RF Stuff and DX Engineering are selling ARRL publications on their Web Sites and DX Engineering has recently built an on-site area for book sales.

We have created publication flyers on a monthly basis to promote new publications and emphasize the value of our existing titles. Sales calls continue on an ongoing basis to all of our current and potential amateur dealers as well as our mainstream wholesalers. At present, Amazon.com has surpassed gross sales of our traditional dealer network and is currently our number one customer in terms of volume and gross revenue.

Dealer sales of publications will exceed the budgeted goal by approximately 5%, contributing approximately 43% to the entire publication revenue plan.

**Education Services Department**

**Debra Johnson, K1DMJ, Manager**

**Staff and Organizational Changes**

Kim Mancuso took on full-time responsibility in the department in October. Nancy Hallas left Education to join the editorial team in September. Since then we have been supporting our activities with help from Kim Rochette and China Chaney. China will be assisting us 8 hours a week on a regular basis beginning in January. She will provide back-up support for the Continuing Education Program, process ARECC field exams and provide general support for other Education Services Department functions.

## ARISS – Amateur Radio on the International Space Station

With Rosalie White, K1STO

In July, Rosalie White, K1STO, traveled to Russia for the ARISS International Annual Meeting, the first since 2006. Besides taking official meeting minutes and delivering the International Education Committee Report, Rosalie had an opportunity to spend some time with Ed Prichard, Manager of NASA Education Flight Projects to discuss educational objectives of the ARISS program and meet with representatives of other space agencies. The team re-elected her ARISS International Secretary-Treasurer.

The primary goal of the ARISS program is effective educational outreach: engaging students in science, technology, engineering and math (STEM) learning activities that will inspire their interest. Part of that goal is to expose students to the capabilities and learning opportunities offered by Amateur Radio. To that end we are pleased that more ARRL affiliated clubs are supporting ARISS QSOs and teaching a few ham radio lessons in the classroom prior to the QSO. The sustained efforts of one ARISS volunteer, Norm Schrader, WB2GGM, delivered phenomenal results, engaging students in Field Day activities, encouraging two teachers at area schools to get licensed and inspiring them to attend the ETP Teachers Institute this past summer. Now he has received inquiries from ham clubs in other counties about doing school ham projects.

ARISS team members planned ARISS education activities with US Department of Education staff and NASA for 2008 International Education Week in November. As part of this event, a QSO was scheduled for three participating schools. The schools were located in North Carolina, Maryland, and Ecuador. The following day, schools tied into a videoconference during which students interviewed a panel of science experts, including astronaut Don Thomas, KC5FVF; Frank Bauer, KA3HDO; and ARISS team member scientists from around the globe. Topics were Amateur Radio, ARISS, and a little about the culture of the countries represented. Department of Education staff was so pleased that they asked ARISS to repeat the activity next year.



One of the most exciting 11 days of 2008 for thousands of hams was in October when Richard Garriott, W5KWQ, went to space, following in the footsteps of his father, Owen Garriott, W5LFL, the first ham in space. Richard Garriott started radio ops within two hours of the *Soyuz* docking to the ISS. ARISS had coordinated with NASA and the national director at Challenger Learning Centers to sponsor two QSOs with six different Challenger Centers. Garriott chose seven schools for scheduled contacts. One of Garriott's school QSOs was with the Pinehurst School (OR). Students learned about the ISS and history of space travel, and they engaged in Amateur Radio learning projects, such as building a turnstile antenna that they used, and downloading Garriott's SSTV images.

All told, Garriott made over 300 voice QSOs including many with Scouts during JOTA, Jamboree on the Air. Hams of all types loved the on-the-air activity. Thank-you notes came from SSTV'ers, techies, ham historians, educators, students, photographers, NASA followers, earth scientists, scouts, and "general hams" trying for a QSO. ARISS set up a special Web site where Garriott's SSTV images could be uploaded. ARISS volunteers monitored all 2,200 images prior to them "going live."

In addition to the great public relations generated by Garriott, national-level reports during the past six months included 1) a front-page story about SuitSat in *Under the Hood*, a section of *EE Times*; 2) a report and video interview in *Design News*; and 3) an AP story picked up by the *Chicago Tribune* about the 1400 students taking part in ARISS QSO education activities at a Belleville (IL) school, also covered by 3 St. Louis TV station reporters and a local newspaper reporter. ARISS contacts continue to regularly receive front-page local newspaper and local TV coverage.

The ARISS team recently recruited 15 new volunteers, some as a result of interest generated from Richard Garriott's flight. The team continues to recruit astronaut participation in the program. As this is written, ARISS is in the good hands of Astronaut Mike Fincke, KE5AIT, who first took part in ARISS QSOs in 2005. As current ISS Commander, he requested a minimum of two weekly school QSOs. He and Astronaut Sandy Magnus, KE5FYE, completed four QSOs the week prior to Christmas. Fincke is also supporting a number of the current 25<sup>th</sup> Anniversary Ham Radio in Space Commemorative Activities.

#### **Summary of 2008 ARISS Contacts**

US contacts	27	Direct contacts	33
Non-US contacts	<u>36</u>	Telebridge contacts	<u>30</u>
Total contacts	63	Total contacts	63

51 of the 63 contacts were made with schools; the remainder were conducted with Scout camps, museums or other public forums. Currently, 12 US applications are in our queue; 6 applications were approved in the past 6 months.

#### **Continuing Education Program**

Since our last report, we have completed the updating and editing of the Level 1 Emergency Communications course and republished an updated course book. A significant revision of the Level 3 course was necessary as a result of organizational changes implemented by the Department of Homeland Security so the Level 3 course was deactivated until revisions could be completed. In that process of review and revision, an in-house team led by Dennis Dura determined that the content of the Level 2 and Level 3 courses could be successfully merged. This new combined course will become the "Advanced Emergency Communications Course" and the current Level 1 course will become the "Basic Course."

In our continuing effort to improve the operation and quality of the Continuing Education Program we developed an Ethics Policy that has been posted to the course registration page on our Website. We have made very positive strides over the past year in refreshing our relationship with our online mentors and engaging their opinions and advice about procedures, course content and other issues. We have been responding to issues raised about dated course content and as a result, recommended the cancellation of two courses in the enrichment program because of their dated content and low enrollment. Two other enrichment courses are slated for revision in 2009. The first of these, the RF Propagation course, was revised during the 4<sup>th</sup> quarter and will be updated on the course platform during the first quarter of 2009.

In August we conducted a survey of students who successfully completed the online Emergency Communications Level 1 course, as well as those who did not complete the course, to assess the learning outcomes and to determine the importance of the role of mentors to the success of the course. We were reassured by the positive validation this survey provided both of the learning outcomes and the positive contribution that mentors make to engaged learning. This information combined with concern over the inconsistencies in the conduct of EmComm field instruction and exams has led us to propose some procedural and structural changes to provide more consistency and control of the field training and examination delivery method. Dennis Dura and I will be proposing those changes to the PSC.

#### **Continuing Education Program Course Enrollments:**

<b>Courses</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
EmComm all levels online	1657 <sup>1</sup>	1254	1223
EmComm all levels, field	560	504	588
EmComm all levels, total	2217	1758	1811
Technician Licensing course	153 <sup>2</sup>	587	664
Other enrichment courses	360	279	316
<b>Total enrollments</b>	<b>2930</b>	<b>2624</b>	<b>2791</b>

<sup>1</sup> Last year of grant reimbursements.

<sup>2</sup> Promotion of this course began in August 2006.

Overall totals for online courses (excluding EmComm field activity) is 2,203, up 4% over 2,120 for 2007. Enrollments in the Technician Licensing course and the Emergency Communications courses continue to be boosted by registrations from civic and emergency response organizations that receive funding for licensing and Emergency Communications training. Total enrollments in online EmComm courses declined from 2007, due to the suspension of the Level 3 course during the last quarter of the year. Note the growth in field enrollments (17%) in the Emergency Communications courses. “Enrollments” is actually a misnomer in the field context, since these numbers actually reflect field exams, which are what is tracked rather than classroom participation. The “enrollment” is recorded in our database when the exam is taken in a field exam session. Field “enrollments” do not reflect whether examinees have participated in a class to prepare for the exam or have prepared by self-study.

## Licensing and Instruction

Throughout 2008 the field reports that there is a steady demand for licensing instruction demanded by emergency responders and fire, health and safety employers. We are registering a steady stream of new instructors. Our database currently records registered instructors 3,544 (114 of whom are not members). In 2008, 451 licensing classes were listed in our database. Forty-two classes are already scheduled for January of 2009. Our database lists 580 registered teachers. This list grows as we add teachers participating in the ETP, either through the receipt of grants or as a participant in the Teachers Institute (58% of our registered teachers are currently members of ARRL).

The General Course on CD and the Digital Emergency Communications Course on CD were completed with Southwest Research Institute and launched for sale in the 4<sup>th</sup> quarter. Advance orders were strong for both courses and sales have continued strong, indicating a definite interest in this instructional medium. Both courses were developed in a format to run as online courses on our current platform.

The most recent October Newsletter to Instructors and teachers was distributed to 7,508 recipients.

Some very active license instructors are generating instructional resources for licensing that they make available for the use of other instructors. ARRL is finding a role as a “library” for shared resources rather than as developer of these resources. In this role we are pursuing a collaborative model, taking advantage of the interactivity of the Web and our position as a convener to become a resource rather than a content generator. With the new tools planned for the Fathom site that will permit greater interactivity, we can further develop this role.

## Education & Technology Program/Teachers Institute

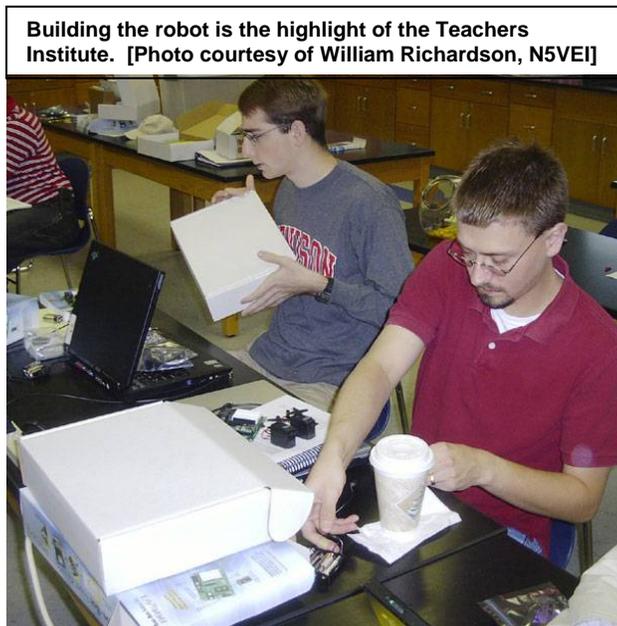
With Mark Spencer, WA8SME

The ARRL sponsors the Education & Technology Program (ETP), which has the goal of facilitating the integration of wireless technology into participating school curricula. The ARRL provides curriculum development support, resource libraries, funding for correcting contingencies that present a deterrent to a school’s program (Progress Grants), grants of ham station equipment (ETP Grants), and the Teachers Institute in-service training. Twice each year, the Executive Committee (EC) reviews the ETP and Progress grant applications and makes an award determination that is executed by the ETP coordinator. The EC approved 21 school grants in November 2008. The value of this round of grant awards was \$22,000. The current, and expanding, count of ETP schools stands at 338 (this number actually increases monthly as more schools receive resources from the program). For a school to be considered an ETP school, they must have received some level of support from the program of monetary value (Teachers Institute participation, activity board kits or grants of equipment).

Six Teachers Institutes with 77 participating teachers from 29 states were completed in 2008. Miguel Enriquez, KD7RPP, and Nathan McCray, K9CPO, were hired as part of the instructor team early in the year and were trained during the summer sessions of the Institute. They are currently providing teacher support for ETP teachers as well as recruiting teachers and

contributing resource ideas for the program and will conduct their own Teachers Institutes in the summer of 2009. The Teachers Institute focuses on the science of radio, bringing space technology into the classroom, microcontroller basics, and basic robotics with emphasis not only on the basic concepts but on also teaching strategies to bring those concepts into the classroom. The new curricula to the TI agenda in 2008 were validated and will be incorporated in future Teachers Institutes. The TI is not all inside classroom work. The teachers do a fox-hunt activity, participate in ham satellite QSOs, and observe the collection of satellite imagery transmitted by NOAA satellites.

ARRL continues to receive reports from ETP schools that indicate our resources and outreach efforts are bearing fruit, in terms of both licensing kids and teachers and engaging them in Amateur Radio pursuits. Teachers are using Amateur Radio as a tool for exploring wireless technology, and are integrating programming, robotics and electronics as well as integrating Amateur Radio with learning about space, geography, weather, satellites, astronomy and applications for math and data analysis.



**Membership & Volunteer Programs Department****Dave Patton, NN1N****Assisted by Sharon Taratula****Staff and Organizational Changes**

During the summer, we employed Adam Herrek in the Outgoing QSL Bureau on a temporary basis. In July, Alexandra Tara joined the MVP staff primarily working in the DXCC Branch. Alex also assists the Outgoing QSL Bureau. Part-time employee Jamie Campanello resigned her position with MVP in late August to accept a teaching position. In early September, we hired Kathleen Maldonado as an MVP associate. Kathleen resigned the position due to personal issues.

Five full-time employees, one part-time employee, and four volunteers currently staff the DXCC Branch. Full-time staff includes Bill Moore, NC1L, DXCC Manager, Ann Figat (currently on sick leave), Dawn Trigilio, Ashley Rakus and Alexandra Tara. Part-time staff members are Carol Michaud, KB1QAW (who also works part-time in the Production Department). Volunteer staffer editors are Jack Schuster, W1WEF; Vinnie Sgroi, K1RM; Mike Zeug, W1YM; and Lisa Zeug, K1UQT.

**Awards Branch**

Bill Moore, NC1L and Sharon Taratula

Awards statistics from 2005 to year end 2008 are as follows:

<b>Category</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>
WAS Certificates (Manual)	320	282	273	314
WAS Certificates (LoTW)	Not implemented	295	183	193
A-1 Op Nominations	243	601	424	209
A-1 Op Certificates	95	288	204	194
Extra Class Certificates	153	194	199	147
WAC Certificates	277	313	311	290
VUCC New / Grids	109 / 9,967	144 / 13,581	103 / 12,582	146 / 15,294
VUCC Endorsement / Grids	95 / 5,429	109 / 6,533	92 / 6,113	162 / 9,913
<b><i>Processing Time</i></b>	2 Weeks	2 Weeks	2 Weeks	2 Weeks

## **DX Century Club (DXCC)**

The turnaround time in the DXCC Branch is approximately 6 weeks. A slight upturn in December mail was expected, as a few years ago DXCC changed the Annual List deadline to December 31 and now all DXCC deadlines are December 31.

The DXCC Branch delivered 193 DXCC plaques during the second half of 2008:

- 41 - Honor Roll
- 27 - #1 Honor Roll
- 52 - 5 Band DXCC
- 73 - Challenge

DXCC lists and standings continue to be available on the DXCC Web site at [www.arrl.org/awards/dxcc](http://www.arrl.org/awards/dxcc). This Web Site is open to everyone. The DXCC Dialog Blog page at <http://www.arrl.org/blog/DXCC%20Dialog>) continues to provide up-to-date information related to the DXCC program. For important issues, DXCC provides news announcements to many ham radio news services worldwide. These news releases are then picked up by local and regional news services providing an area of wide coverage on issues relating to the DXCC program.

Approximately 15-20 percent of DXCC applications now contain a Logbook of The World element. LoTW portions contain as little as a few QSOs to well over 1,000. We have received several LoTW DXCC applications in 2008, which the client purchased more than 1,700 total credits! Logbook continues to be the most efficient method of logging data into DXCC. This decreases the time it takes to process DXCC applications and helps keep costs to a minimum. Plans to move more electronic data entry to applicants in early 2009 will result in more time saved and reduced costs.

The DXCC card-checking program continues to grow. There are currently 181 appointments: 129 US and 52 representing 28 foreign societies. Since April 1, 2000, card checkers have verified in excess of 14,000 applications. We added Worked All Continents (WAC) applications to the DXCC card checker responsibilities, making DXCC card checkers eligible to check VUCC, WAS and WAC in addition to DXCC. DXCC added a function allowing those with DXCC awards to apply for a WAC without the need for submitting cards.

To reduce staff processing time, the DXCC and 5 Band WAS plaque program was outsourced to Barker Specialty. Barker was contracted to do all plaque preparation and mailing. We expected that this process would significantly reduce staff processing time. However, we encountered several problems with this program. Barker now produces the plaque and sends the them to HQ for final processing and mailing.

Kosovo declared its independence but was not added to the DXCC list because it did not meet the provisions of Section II (1) Political Entities (a), (b) or (c). While comments on both sides of the issue were received, DXCC based its decision solely on the provisions of this rule.

## DXCC Statistics as of December 31, 2008:

Category	2005	2006	2007	2008
Credits Processed	665,456	622,155	604,140	931,250
Credits Received for Processing	603,147	622,284	681,749	789,216
Applications Returned	5,497	5,641	5,887	8,418
Applications Received	5,094	5,147	6,604	7,322
Processing Time	7 Weeks	3 Weeks	9 Weeks	6 Weeks

**Logbook of the World – LoTW**

Dave Patton, NN1N

LoTW accounts are now updated nightly so users can view their DXCC records quickly. We no longer send the credit matrix report with LoTW DXCC applications because it is available online. Kathy Allison, KA1RWY, continues to work full-time in support of LoTW. In addition to handling user-issues, she reviews documentation, signs certificates, and processes applications. Kathy also documents user issues. Preliminary data continue to indicate that a large number of the cases that reach the help desk involve users who lack basic computer operating skills. Norm Fusaro and Dave Patton provide additional extensive customer support. Sharon Taratula and Bill Moore also assist with parts of the LoTW operation.

Logbook statistics from 2006 through 2008 are as follows:

Category	2006	2007	2008	% Change 2006 - 2008
Total QSO Records Entered Into System	116,730,953	150,245,711	197,775,631	69 %
QSL Record Matches	7,193,911	10,895,770	16,930,208	135 %
Logs Processed	305,569	485,184	773,678	153 %
Active Certificates	21,889	27,999	35,937	64 %
Registered Users in System	14,474	18,355	23,459	62 %

Logbook (Email Only) Inquiries	2008
Lost Certificates	1,423
DXCC Status Inquiries	814
Directions Not Followed	641
Additional Certificates	596
Startup Inquiries	459
<b>Total:</b>	<b>3,933</b>

**Outgoing QSL Bureau**

Sharon Taratula

Alex Tara of the Membership & Volunteer Programs department has been assisting the Outgoing Bureau two-hours every other day for the last several months. Also volunteering is Rich Lawrence, KB1DMX. At the moment, we are experiencing a several week backlog. Worldwide mailings are conducted on a six to eight week schedule.

Outgoing QSL Bureau statistics from 2005 to year end 2008 are:

	2005	2006	2007	2008
Cards Received	730,500	924,900	972,900	657,900
Cards Mailed	1,137,550	1,000,475	1,035,225	608,350

**Contest Branch**

Sean Kutzko, KX9X

2008 was another good year for Radiosport at the ARRL:

Log Submissions by Category	2004	2005	2006	2007	2008 YTD
Straight Key Night	227	312	349	408	237
RTTY Roundup	891	922	1,140	1,110	1,234
January VHF Sweepstakes	832	713	793	777	708
International DX Contest	4,947	4,626	4,772	4,739	4,604
June VHF QSO Party	765	842	1,047	859	1,075
Field Day	2,242	2,199	2,168	2,331	2,409
IARU HF World Championship	2,110	2,404	2,861	3,204	3,194
August UHF	169	183	190	167	194
10 GHz and Up Cumulative	136	131	115	113	103
September VHF QSO	559	628	532	557	485
International EME Competition	134	161	175	186	117*
November Sweepstakes	2,787	2,645	2,867	2,820	1,977*
160 Meter	953	1,018	1,052	1,197	N/A
10 Meter	1,859	1,870	1,863	1,575	N/A
<b>TOTALS</b>	<b>18,611</b>	<b>18,654</b>	<b>19,924</b>	<b>20,043</b>	<b>16,337*</b>

\* = Total logs not known as of this writing

Log submission trends continue to be generally positive. Some events are of concern: The August UHF contest continues to hover at just under 200 submissions, despite a slight increase for 2008. 10 GHz saw the lowest number of submissions in years, as did the September VHF Contest. Propagation for the September VHF was dismal across the country, which would help explain the drop in received logs below 500 for the first time in years. EME entries are not completely processed yet, but are expected to be down as a result of a protest by some EME ops, feeling the rules for the EME contest need revision. This is being addressed by the VUAC.

It has been approximately one year since the change in contesting coverage in *QST*, and the reports from members are overwhelmingly positive. From seasoned contesting veterans to newly licensed amateurs who are giving contesting a try for the first time, the new emphasis on Radiosport in *QST* and by the ARRL in general is noticed and well-received.

I continue to work with Ward Silver, NØAX, to strengthen the entire contest process, from creative ideas to get more people on the air such as declaring 2009 as the Year of the State QSO Party, complete with free award certificate. We have modified the contest log-checking process that results in livelier reporting of ARRL contests in *QST*. We now focus on the human side of the competition rather than merely printouts of box scores and statistics. We are still ironing out some wrinkles, but we are making good progress.

Promotion of ARRL Radiosport events is at a new level. Between the visual announcements in *QST*, promo spots in the *Contest Update* and the *ARRL Letter*, the Contest Corral, and banner ads on the main Radiosport page of arrl.org that promote the next contest, more people learn about our events sooner. This promotion is working; as an example, The Potomac Valley Radio Club and Society of Midwest Contesters both reported an increase of 36% of submitted logs for their club in the 2008 Sweepstakes over their 2007 totals. SMC'er Kevin Kaufhold, W9GKA wrote me to thank the ARRL for heavy promotion of the 75<sup>th</sup> Sweepstakes this year and credits that promotion with the increase in logs for his club. Additionally, through a generous donation, we were able to offer special 75<sup>th</sup> anniversary Sweepstakes awards at no cost to the winner.

As a result of all this new exposure, I am receiving many beginner questions from Amateurs taking their first foray into Radiosport. More than ever, the ARRL can provide the spearhead for Radiosport promotion and activity for newly licensed Amateurs (or those simply new to contesting), especially when teamed with regional and local contesting clubs throughout North America. Radiosport has never been more popular than today, and should continue to attract new blood in the coming years.

### **Emergency Preparedness**

Dennis Dura, K2DCD

#### Division and State Conventions

I represented Headquarters and the Emergency Preparedness and Response program as the Keynote Speaker at the Dakota Division and New Mexico State conventions. Both events were well attended with the New Mexico convention dinner being sold out. Presentations on emergency preparedness and response were conducted at the New England Division convention. EMCOMM East was a very successful first time event in Rochester, New York that drew a significant audience at which I was the opening session speaker.

#### National Public Safety Telecommunications Council

I continued as the ARRL representative on the Governing Board of the National Public Safety Telecommunications Council (NPSTC).

#### *ARES E-Letter*

Subscription numbers continue to climb for this monthly electronic publication that provides us with a good indication of active and interested emergency communications oriented amateur radio operators. The most recent number of subscribers is 33,063! When the HTML version debuts in January 2009, the number of subscribers should continue to increase, since we will be adding color and photographs to the stories.

## 2008 Hurricane Season



ARRL HQ staff kept in constant contact with Section and Division leadership throughout each storm event via conference calls. During Ike (from left) Chuck Skolaut, K0BOG; Sean Kutzko, KX9X; Dennis Dura, K2DCD; Dan Henderson, N1ND, Mary Hobart, K1MMH, and Joe Carcia, NJ1Q (with S. Khrystyne Keane, K1SFA, and Allen Pitts, W1AGP, on the phone), met over the weekend to help coordinate the Amateur Radio response in the affected regions. Photo by Joel Kleinman, N1BKE

This hurricane season presented the first opportunity to establish a Command, Control, and Coordination focal point at ARRL HQ for a series of tropical events. The primary storms that were supported with this structure were Gustav, Hanna and Ike, with lesser, yet direct support without this operations cell for the other storms that impacted the U.S. Additional interaction was conducted with Region II IARU and Radio Amateurs Canada.

The objective of this structure was to assign clear roles for HQ staff, establish direct support paths to the impacted sections, make the reporting of activities and resource needs clear and to initiate a response operation that focused on coordination of the Sections and Headquarters in lieu of independent, uncoordinated response operations.

The experiences of these operations provide baseline issues to address in the ARRL Disaster Plan and future discussions of Field Structure interaction/accountability in major disaster events within the Emergency Preparedness & Response Program to include improvements in ARES.

#### Emergency Communications Training & Publications

*The Emergency Communications Handbook* was edited for errors, omissions, and changes in protocols and guidance and was reprinted in 2008. Future editions will require alignment with either the structure of the EMCOMM courses, or as a stand-alone reference guide for emergency preparedness, responders and communications utilizing amateur radio.

We reviewed the current EMComm Level 2 and 3 courses for needed updates. This analysis indicated that there was a significant overlap in topics and duplication of items that should be addressed. We determined that the Level 2 and 3 courses should be combined into one course, creating two levels, rather than three. These two levels would become a Basic Introduction and Advanced Leadership. This realignment will allow for a much improved focus on the concepts we need to teach, make online and printed materials easier to manage and save costs to students without sacrificing content.

#### National Voluntary Organizations Active in Disaster - NVOAD

Through my participation at NVOAD invitation events with Governmental and Private Sector representatives, I was successful in positioning the League at the forefront of discussions of need for Identify Cards/Credentials. This work will intensify in 2009. The NVOAD is the best opportunity for the ARRL as an NGO to have a strong voice with DHS/FEMA on the direction of IDs and Credentials. The NVOAD Executive Director plans to utilize this representative in all ongoing meetings and development sessions with DHS/FEMA and member voluntary organizations. The point to keep in mind with this future development is that an internal ARRL support infrastructure will be required to meet final standards and requirements.

Through 2008, I continued to develop new and stronger relationships with other NVOAD organizations and their need for resources the ARRL can provide. Some of these will further develop into MOUs with these new partners. Work continued on the American Red Cross MOU with the goal of a final draft in early 2009.

#### Drills and Exercises

I conducted two "no-notice" drills within 27 Sections in November and December. The analysis of these drills by Staff will provide the basis for development and improvements in HQ and Field Organization alert and warning strategies; Command, Control, Coordination; Resource Management; Strategic-regional response plans; Ham Aid distribution; and HQ-Field Organization accountability.

#### Ongoing Support and Interactions

I spend the majority of my time interacting and supporting HQ Staff, ARRL Leadership, the Field Organization, members and non-members who have questions or problems. I also deal with many representatives of various levels of governmental and non-governmental organizations on any variety of issues pertaining to emergency preparedness, response and communications.

My position has become a focal point in the Amateur Radio world for this niche segment of our Amateur Radio that is something that was desperately needed. This is a very good thing. The result, however, is that there are so many issues to address, that a single resource can only do so much. To continue the forward movement of a vastly improved preparedness and response capability of amateur radio, new paradigms will be a necessity. This is the future work plan that the ARRL will face.

**Field Organization/Public Service Team**

Steve Ewald, WV1X, Leona Adams, W1LGA, and Chuck Skolaut, KØBOG

Steve Ewald and his Team continued to work closely with ARRL Emergency Preparedness and Response Manager Dennis Dura, K2DCD, on a number of projects including editorial content of the monthly Public Service column in *QST*. Also, during the very active 2008 hurricane season, Team members assisted Dennis in staffing ARRL Headquarters before, during and after hurricane emergency activations. We kept in touch with ARRL Section and Field Organization Leaders who were in the storm affected regions.

Emergency preparedness continued to be on the forefront when ARRL sponsored the annual Simulated Emergency Test on October 4<sup>th</sup> and 5<sup>th</sup>. Many Field Organization Leaders took the option of conducting their local or section wide exercises sometime during the fall season.

From October 8 to October 13, the Field Organization Team hosted fourteen (14) Section Managers for the annual New Section Managers' Workshop at Headquarters. Many ARRL departments, staff leaders and Headquarters staff provided support and/or gave presentations during the Workshop weekend. Team members hosted teleconferences with groups of Section Managers from the following ARRL Divisions: Northwestern, Roanoke and Southeastern.

Leona Adams, W1LGA, coordinated and administered five (5) Section Manager Elections that were conducted during the fall of 2008. Elections took place in Eastern Massachusetts, Indiana, Nebraska, New York City-Long Island, Nebraska, and Southern New Jersey. Two section manager elections are scheduled for this winter. Leona Adams continued to handle section-related expense reports, keep track of the section budgets, and maintained the Field Organization database at Headquarters.

In accordance with motions made at the Second Board Meeting (July 2008), Team members prepared a Nominations Package for Section Manager Candidates. Staff members studied and reviewed results of recent Section Manager surveys in an effort to identify beneficial and practical modifications to section manager training and resources. We have been studying ways to improve the mechanisms for Official Observers to report. Discussions and work on all of the items are ongoing.

The IARU appointed Juan Munoz, TG9AJR, as the new Monitoring System Coordinator for Region 2. Chuck Skolaut regularly sends monitoring reports to Juan Munoz from the ARRL Monitoring System/Intruder Watch Program.

A new person has been appointed to the FCC High Frequency Monitoring Station in Columbia, Maryland, to handle some Amateur Radio interference issues, and Chuck Skolaut has established a good working relationship with this FCC staff member. Official Observers continue to monitor the Amateur Radio bands while we await a new FCC enforcement staff member to be named who will handle the more persistent and serious violations occurring on the airwaves.

Field Organization Team members welcomed travel opportunities. Chuck Skolaut represented ARRL Headquarters at conventions in Kansas, Arkansas and Western New York. Steve Ewald and Chief Development Officer Mary Hobart, K1MMH, represented ARRL at the National Citizen Corps Leadership Forum in Oklahoma City in August.

In early December, ARRL and the National Weather Service once again co-sponsored the annual SKYWARN Recognition Day. This was the tenth year for this popular operating event.

### **Field Support Team**

Norm Fusaro, W3IZ

In 2008 53 new clubs joined the ARRL affiliated club program with the number of active clubs currently at 2,094. While this is a slight net decrease from last year's report, we attribute the decline to better database management and more accurate recordkeeping. The Special Service Club program remains steady and the number of activities that clubs participate in has increased. License classes have increased significantly with more clubs offering General and higher class license instruction.

The number of clubs that offer mentoring programs has increased, reinforcing the tradition of the local club being the place where new radio amateurs will find the best help and instruction. More clubs are publishing newsletters; however, the majority indicated that the electronic newsletter is more popular than the printed page. Approximately two thirds of the clubs have their own Web page and more clubs are using the ARRL.net e-mail forwarding address service.

### **W1AW**

Joe Carcia, NJ1Q and Scott Gee, WB9RRU

W1AW participated in the following operating events in the second half of 2008:

- ARRL September VHF QSO Party
- 2008 ARRL November Phone Sweepstakes
- ARRL 160-Meter Contest

In November, XX Towers Inc., performed the autumn antenna/tower inspections and performed some maintenance and replacement work. They replaced the antenna pulleys on each tower; replaced the hardware on the North tower side-mounts; removed the turnstile antenna from the North tower; installed a counter-weight on the Satellite antenna array; installed a side-mount on the Satellite tower for the K9AY loop antenna; replaced two coaxial pigtailed; and repaired the 160-meter dipole.

The 2008 Autumn W1AW Frequency Measuring Text took place on Wednesday, November 12 at 9:45 PM EST. As with the last two FMTs, participants used a Web-based form to input their measurements. Mike Fahmie, WA6ZTY ran a West Coast version of the test immediately following W1AW. (His audio tones were of different frequencies, but he used W1AW's 80 and 40 meter digital frequencies.) The Web data input page is located at, <http://www.b4h.net/fmt/fmtentry.php>. The final results of the test are available at, <http://www.b4h.net/fmt/fmtresults200805.php>.

Station callsign W1AW/9 was in use during 2008 IARU from Illinois; W1AW/7 from the 2008 Southwestern Division Convention in Arizona, and W1AW/4 from the 2008 Southeastern Division Convention in Alabama. W1AW/KL7 was in use from July 26 to August 10 before, during and after the 2008 Alaska Hamfest and ARRL Alaska Station Convention.

Equipment upgrades included a new Ameritron AL-1200 amplifier was installed in the Harris racks and is now in use as part of our 20-meter broadcast equipment; a new Icom IC-7700 was installed in Studio One and a new Flex Radio Systems FLEX-5000A Software-Defined-Radio was donated in December and installed in Studio Three.



Equipment repair included:

- 15-meter Harris broadcast amplifier
- Fan control board installation on Alpha 9500 amplifier
- Firmware updates to Alpha amplifier and Kenwood TS-480SAT transceivers

Other items:

- Total number of bulletins sent (YTD): 249
- There are approximately 3,600 subscribers to the W1AW ListServer.
- There are approximately 47,000 subscribers to the ARRL "Members Only" Web site W1AW Bulletin distribution system.
- Bi-weekly updates to the W1AW Web Code Practice files and archives continue.
- 12 Qualifying Run certificates and 7 Qualifying Run endorsements were processed in the second part of 2008.
- W1AW logs are uploaded to LoTW on a regular basis.

## **Publications and Editorial Department**

**Steve Ford, WB8IMY**

### **Staff and Organizational Changes**

Devon Neal, one of our graphic illustrators, has left for another opportunity. In his place, Carol Michaud KB1QAW, who has been working in the Production department on a part-time basis, is training toward the goal of assisting with illustration work.

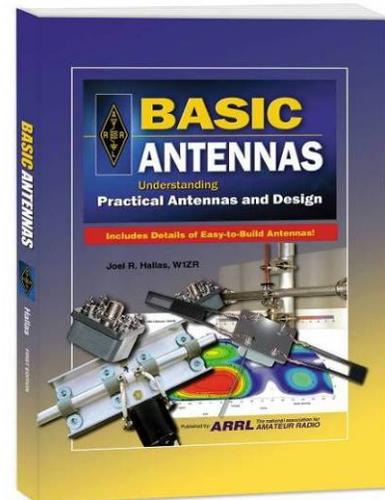
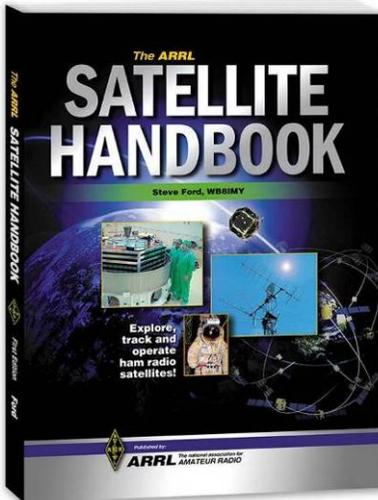
Nancy Hallas, W1NCY, another part-time employee, has joined the department as a copyeditor for book projects.

We have met, and continue to meet, our goal of providing on-time evaluations for each employee, creating and implementing personal goals for each employee, building interdepartmental teamwork and cross training within departments.

### **New Products, New Initiatives and Ongoing Activities**

We met most of our third and fourth quarter 2008 Programs and Editorial Services goals by releasing five new or revised products in the second half of 2008:

- *2009 Handbook*
- *Basic Antennas*
- *Satellite Handbook*
- *2009 ARRL Calendar*
- *50 Years of Innovation*



To meet financial and economic goal targets, the department continues to make practical use of print-on-demand production. We continue to exploit print-on-demand technology as a tool to re-introduce out-of-print titles.

### Periodicals/News/Web Features

The ARRL publishes three periodicals, *QST* monthly and *QEX* (for experimenters) and *NCJ* (for contesters) 6 times a year.

#### QST

*QST* Editor, Steve Ford, WB8IMY  
Managing Editor, Joel Kleinman, N1BKE  
Technical Editor, Joel Hallas, W1ZR

We published five special issues: Vintage (January), Antennas (March), Field Day (June), Emergency Communications (September) and Radiosport (October). Based on the comments we have received, members (and advertisers) seem to enjoy these themed issues.

We have been making good use of our extensive electronic surveying capability. In September we conducted a *QST* survey, the first of what will become a series of regular bi-annual surveys (the next one is scheduled for February). The results of the September *QST* survey indicated that a large number of readers are quite happy with the content. More than 80%, for example, felt that the technical content of *QST* was a good match for their interests and abilities. The survey did indicate a slight up tick in the number of members indicating that *QST* was too technical. Others seemed to feel that too much emphasis was being placed on emergency communications. While neither result is significant at this time, both bear watching in future surveys.

Toward year-end, a team of designers and editors has been meeting to discuss ways of enhancing the look of *QST* and streamlining the production workflow.

#### QEX

*QEX* Editor, Larry Wolfgang, WR1B

We introduced a new layout design for the entire magazine, including a new cover design, with the January/February issue. Our long-standing Antenna Options column ended in the July/August issue, with the passing of L.B. Cebik, W4RNL, in April.

Some notable articles included: "The Z100 CW Tuning Aid" by Jack R. Smith, K8ZOA, in the Jan/Feb issue; "NUE-PSK" by Milt Cram, W8NUE, and George Heron, N2APB, in the March/April issue (a shorter version appeared in the March issue of *QST*); and "Oscillator Noise Evaluation with a Crystal Notch Filter" by Wes Hayward, W7ZOI, in the July/August issue.

**NCJ**

NCJ Editor, Al Dewey, K0AD  
Managing Editor, Rick Lindquist, WW3DE

The *National Contest Journal* began the year by introducing a new column entitled Contesting 101, written by Kirk Pickering, K4RO. In this well written column, Kirk explains a number of key contesting concepts in language that can be understood by the radiosport newcomer.

The introduction of the CW Skimmer software in 2008 caused quite a stir in contesting circles as to what really constitutes “assistance” in a contest. *NCJ* Software editor N4ZR was on top of this development and provided some good technical background on the technology behind CW Skimmer.

Ralph Bellas, K9ZO, took over the reins of the “Contesting on a Budget” column during 2008. A number of strong contesting antenna articles appeared on everything from building quads that will last to effective low band contesting antennas. Finally, *NCJ* continued its commitment to provide detailed contest results write-ups, including line scores, for the *NCJ* sponsored North American QSO Parties and Sprints.

**News and Web Features**

ARRL Letter Editor, Khrystyne Keane, K1SFA,  
Web Site Feature Editor, Steve Sant Andrea, AG1YK

The *ARRL Letter* is published 50 times per year and distributed via email. Distribution increased during the year by almost 11% to more than 73,000 members. Breaking news as well as more mundane news items are also reported on the ARRL Web site. The Happenings column in *QST* provides a printed record of significant news. About 100 feature articles, on a wide range of subjects, appeared on our Web site during 2008.

**Sales and Marketing Department**

Bob Inderbitzen, NQ1R, Department Manager  
Amy Hurtado, KB1NXO, Customer Service/Circulation Manager  
Diane Petrilli, KB1RNF, Membership Manager  
Jackie Cornell, KB1PWB, Product Marketing Specialist  
Steve Capodicasa, Warehouse Supervisor

**Staff and Organizational Changes**

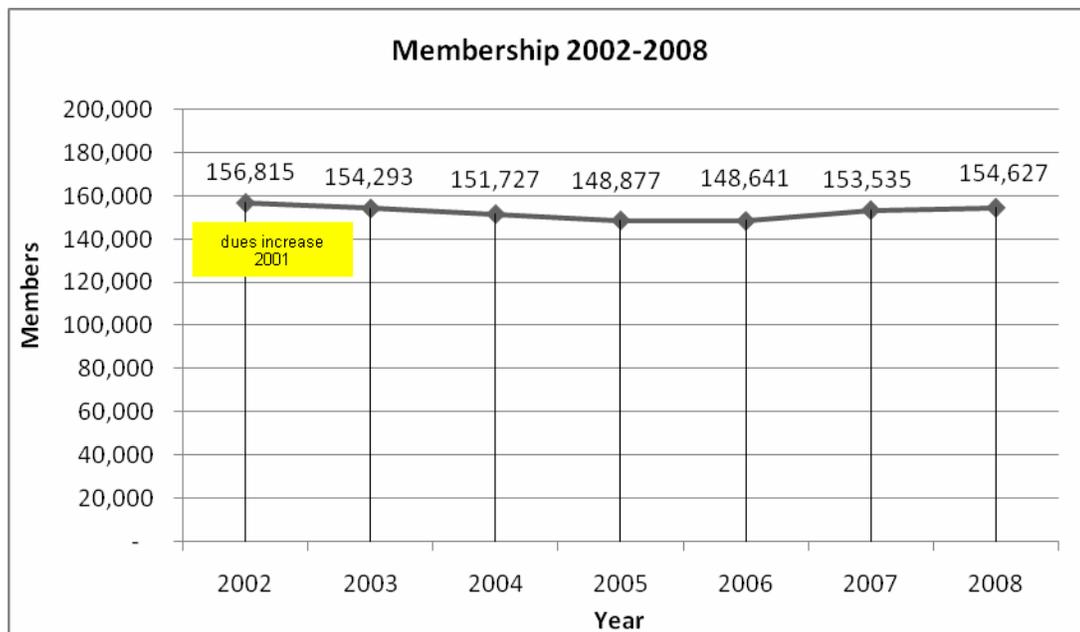
In November we welcomed Membership Manager Diane Petrilli, KB1RNF, to the Headquarters staff. Diane took over the position from Katie Breen, W1KRB, who left in October. Diane has more than 15 years of experience in marketing and membership management, including nine years with the Connecticut Bar Association.

In August, Zoe Belliveau, W1ZOE, moved to the Business Services Department. Jenny Corales who moved from part time to full time filled the vacancy in the Customer Service Team. Kim Piatek joined the ARRL staff to fill the part time opening.

In late-December, we planned to increase the workforce at the Warehouse by hiring one new full-time Shipping Clerk—a position formerly held by part-time temporary help. The Warehouse has experienced higher levels of work volume over the last two years as our fulfillment of publications, products, handouts and other collateral has grown.

**Membership Update**

ARRL membership climbed to a year-end total of 154,627 (153,535 in December 2007)—a second year of recent membership growth. Membership is at the highest level since 2003. Membership increased in the second half of the year, but fell short of the original plan of 157,030, largely due to greater than predicted renewal losses.



**New Ham Membership Recruitment**

Mailings to new hams during the last 6 months totaled 12,018, compared to 11,272 during the same period in 2007. The mailings returned 910 new members during the period.

We began sending a second mailing to new hams this year. The first mailing consists of a 9x12 envelope sent to every new licensee via First Class mail. The follow-up mailing is sent 4 weeks after the initial mailing.

**Telemarketing**

In November we conducted our first telemarketing campaign. We selected a local telemarketing firm and provided a list of lapsed members. Phone numbers were appended to the list, scripts written, and 100 hours of calls were placed. While connected calls yielded a high

rate of return (higher than any of our direct mail acquisition), the cost per acquisition is much higher than our typical direct marketing activities. We continue to evaluate this recent trial, and we are preparing some additional trials involving multi-year membership appeals and calls to new licensees.

<b>Telemarketing Trial Summary - November 2008</b>			
18 months of Lapsed Members		16,370	
Leads with phone append		10,237	
First 100 Hours of Calls:			
	No Answer	1,377	
	Wrong Number	351	
	Connected: Not interested	923	
	Connected: Do Not Call	33	
	Connected: SALE (verified)	91	8.7% of connected calls
	Average Sale	\$39	
	<b>Average Cost/Sale</b>	<b>\$38</b>	
Remaining Leads		8,839	

#### Direct Mail Solicitations

The following direct mail campaigns contributed to our membership acquisition goals throughout the period. The mailings are sent to segments of lapsed and “never” members.

<b>Campaign</b>	<b>QTY mailed</b>	<b>Returns</b>	<b>Rate</b>
TGE4	49,995	1,022	2.04%
TGED5 (follow-up)	49,999	540	1.08%

#### Follow Up Mailing to License Upgrades

Based on analysis done in December, we will add a follow-up mailing to newly upgraded hams. We expect the return rate to be around 2.5% for lapsed members and 2.8% for never members, which is a higher return rate than for generic follow-up letters to this group.

#### New Membership Benefit: The Online *QST* Archive

In September, we introduced the online *QST* magazine archive to members. This new benefit -- a service of the ARRL Technical Information Service (TIS) -- provides PDF copies of all *QST* articles from December 1915 through December 2004, enabling members to view and print their favorite article, project and more. For many years, the TIS has provided members with assistance researching ARRL periodicals and publications, as well as providing members and non-members with article reprints for a small fee. Access to the new online digital *QST* archive is free for ARRL members.



The benefit will bring some members back to the Web site more regularly (relationship marketing). Feedback from members has been overwhelmingly positive. Data collected from member searches and results may contribute to future product ideas such as special topic compilations.

#### ARRL VISA Credit Card

During the 12 month period Dec 2007-Nov 2008, ARRL earned \$37,871 in commissions on new credit cards and cards issued as part of the ARRL VISA card program. Marketing channels include regularly placed *QST* advertising, e-mail solicitations, direct mail (US Bank-sourced), and point-of-sale displays at hamfests and ham radio storefronts.

#### MetLife Insurance Program

The MetLife affinity benefit was introduced to members in May 2007. The group discount program offers ARRL members insurance for car/life/boaters/renters/fire. While the program has seen only a small amount of member interest, we have heard from participating members that have been highly satisfied with the program. In some instances, members with existing MetLife insurance have qualified for substantial discounts because of their ARRL Group affiliation and membership tenure. We met with MetLife's marketing team in October to develop a 2009 communication plan. Marketing channels include regularly placed *QST* advertising, direct mail (MetLife sourced), and attention at our national exhibits.

#### Collateral Materials

The 5 pillars banner displays were recently redesigned to be more universally appealing and up to date looking. These items are available for fulfillment to field volunteers at reasonable cost.

#### Forms and Media Warehouse

Members may order recruitment handouts and other exhibit materials via an automated online ordering process. We regularly introduce new handouts, literature and other membership and program collateral into the system.

## Product Sales

Year end product sales reached \$3,232,233, exceeding the forecast by \$231,671. During the second half of the year, notable gains were experienced among the Training Aids and Royalty Items categories.

Comparison to Previous Years:

**2008 \$3,232,233**

2007 \$3,261,604 (license restructuring)

2006 \$2,888,101

2005 \$2,961,876

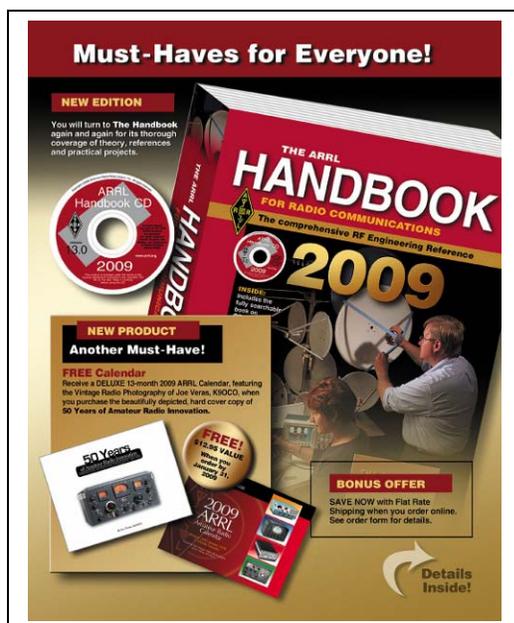
## Publications Catalog

The Fall 2008 and Winter 2009 catalogs were produced during this period. Distribution included:

- 13,000 copies mailed to customers/members in mid-October (fall edition)
- 5,000 copies mailed to customers/members early January 2009 (winter edition)
- With outgoing orders, with hamfest materials, with outgoing awards, with outgoing mail managed throughout the organization, through ARRL publication dealers, and to Diamond Club members who receive the 10% publication discount.

## Direct Mail

- A follow-up to the “spring lineup” direct mail piece was mailed in late June. This was sent to all previous customers/members who did not respond to the initial mailing.
- A four page flyer was mailed to 70,000 previous customers/members in mid-October, yielding gross sales of \$54,711. The mailing featured a handful of our “fall lineup” of new publications, including *The 2009 ARRL Handbook*, *50 Years of Amateur Radio Innovation*, *ARRL General Class Course* and our licensing upgrade manuals.
- A 140,000 piece “new products” mailing mailed mid-December. This follow-up to the



initial 70,000 was expanded to include all additional current, domestic members. The mailing list was doubled to help spur on sluggish sales of the *2009 Handbook*, while at the same time introducing a handful of other new products. An additional benefit of the mailing will be its predictive value as we assemble campaigns throughout 2009. The mailing featured the following new titles: *The 2009 ARRL Handbook*, *50 Years of Amateur Radio Innovation*, *Basic Antennas: Understanding Practical Antennas and Design* and *The ARRL Satellite Handbook*.

- The follow-up new book solicitation was sent to 8,000 international members as a ride-along with the January 2009 issue of *QST*.
- A *TravelPlus* CD-ROM solicitation was mailed in late November. This special

upgrade offer was sent to 4,734 previous customers who had not yet purchased the 2008/2009 edition.

#### Amazon/Google

A dozen popular ARRL titles were added to Amazon's "[Search inside the Book](#)" program and Google's book search tool. The effort gives potential customers access to images, descriptions and excerpts from our books.

#### New Products

Marketing collateral was prepared for the introduction of the following new products during this period.

- *The 2009 ARRL Handbook for Radio Communications* (soft cover and hardcover editions)
- *50 Years of Amateur Radio Innovation: Transmitters, Receivers and Transceivers--1930-1980 with BONUS 2009 ARRL Calendar*
- *Basic Antennas: Understanding Practical Antennas and Design*
- *The ARRL Satellite Handbook*
- *ARRL General Class Course For Ham Radio Licensing – Book with CD-ROM*
- *The ARRL Digital Technology for Emergency Communications Course CD-ROM*
- *The Story of the Queen Mary and W6RO DVD*
- *2009 ARRL Amateur Radio Calendar*
- *ARRL Nylon Banner – Size 3' x 8'*
- *ARRL Eco-Friendly Shopping Bag*

#### New non-ARRL products/publications

- *International Microwave Handbook – 2<sup>nd</sup> edition* (RSGB and ARRL)
- *Antennas for VHF and Above* (RSGB)
- *Building Successful HF Antennas* (RSGB)
- *Radio Orienteering: The ARDF Handbook* (RSGB)
- *Radio Amateur Callbook CD-ROM – Winter 2009 edition*
- *Passport to World Band Radio – 2009 edition*
- *2009 Shortwave Frequency Guide – 13<sup>th</sup> edition* (Klingenfuss Publications)
- *2009 Super Frequency List CD-ROM* (Klingenfuss Publications)
- *Digital Communication Systems Using SystemVue* (Charles River Media)
- *Crystal Clear: The Struggle for Reliable Communications Technology in World War II* (Wiley)

### Custom Awards, Specialty Products and Apparel

In 2008, we earned over \$10,000 in commissions from the sale of personalized ARRL “logo” merchandise, apparel, jewelry and custom awards. These sales were made by our business partners: Barker Specialty Company, [www.barkerstores.com/arrl](http://www.barkerstores.com/arrl) and Mastercraft Awards, [www.mastercraftawards.com/arrl](http://www.mastercraftawards.com/arrl). These relationships allow us to offer a variety of unique, personalized merchandise without the expense or risk of maintaining inventories of our own.

### NCJ and QEX

YTD revenues for both *QEX* and *NCJ* totaled \$163,761 through November. The year-end total may fall short of plan by approximately \$30,000, due to a subscription data processing error that suppressed a large number of renewal notices. The error was uncovered late in the year, and corrective action was taken to generate a surge of late year renewals.

### Customer Service, Fulfillment and Warehouse

The customer service and warehouse teams manage direct sales and fulfillment of ARRL publications, products and collateral, membership and circulation processing, promotion fulfillment and mailing supplements, the telephone switchboard and lobby greeting area. The customer service team is cross-trained throughout support functions.

The Customer Service Team continues to increase its operational efficiency by improving processing procedures and optimizing work flow:

- An upgrade to the order processing software “bridge” at the beginning of 2008 has increased the efficiency of order data entry.
- Integrating promotional materials and other fulfilled collateral into our order entry system has had a positive effect on inventory, distribution and cost recovery of freight.
- Cross training within the department has contributed flexibility in maintaining an adequate workforce throughout seasonal variability.
- The start dates for new memberships and subscriptions have been modified to ensure more timely (earlier) receipt of first issues.

All membership applications (renewal, recruitment and Web applications) have been updated, removing the senior discount. The discount was discontinued January 1, 2009. Operationally, we will continue to honor old applications and short payments for a couple of months.

The customer service team supported a variety of special promotions throughout the year, including gift certificates, free gift offers, bundled book offers, and other membership and order incentives. These promotions required clear processing procedures and training. Some promotions were supported by additional systems programming (Web and/or IT).

Work began on a comprehensive freight analysis for publication orders. We are reviewing domestic and international freight cost recovery. The results of this work will likely result in adjustments to our shipping & handling fee structure in 2009.

We conducted a Customer Service training seminar in the 4<sup>th</sup> quarter. The customer service team participated in three 2-hour sessions focusing on best telephone practices and tools to foster a positive attitude in the workplace. Additional training and evaluation to help reinforce these skills is planned in January.

#### Warehouse Update

In 2008, the warehouse processed 47,963 fulfillment packages with a total weight of 485,533 lbs. The warehouse ships an average of 1,000 parcels per week, plus fulfillment of membership premiums and *QST* mailing supplements. In addition, the warehouse completed the following projects in 2008:

- We implemented warehouse fulfillment of brochures, kits and other marketing collateral. This process improvement is more efficient than each department managing its own inventories, packaging and fulfillment.
- The warehouse fulfilled all of the merchandise sold through the 2008 ARRL online auction.
- The warehouse managed all of the freight into, and out-of, Dayton Hamvention.

**Volunteer Examiner Coordinator Department**  
**Maria Somma, AB1FM**



**Staff and Organizational Changes**

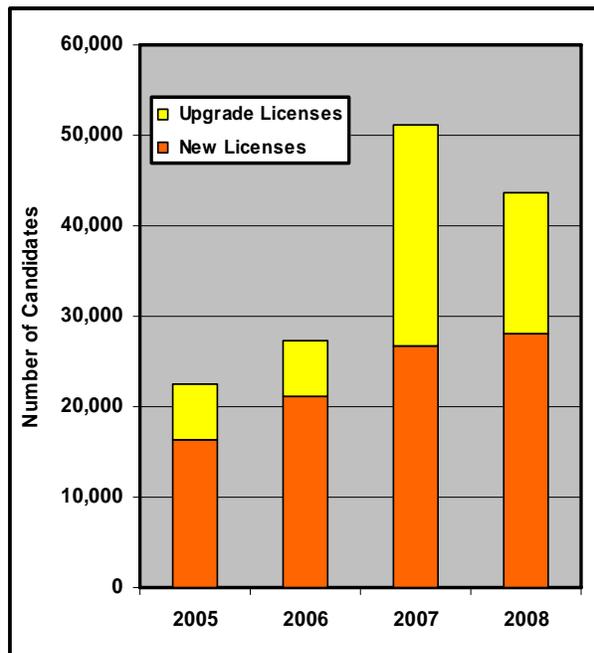
In October, China Chaney moved from a full time temporary employee to a full time ARRL staff member. As a VEC service representative her responsibilities include FCC data entry for license renewals and modifications and post exam session processing and data entry.

**Heightened VEC Activity**

1. The total number of US amateurs rose in 2008 by 1.2% to 663,500 (2007 total was 655,800). Amateur Radio continues a healthy growth as there remains an amplified interest in new licenses which increased by 5%. The table below illustrates the upward trend. The chart tracks all VEC activity over the last four years. We continue to see growth in upgraded licenses. The sustained activity levels have kept the VEC staff very busy.

Month	2006	2007	2008
Jan	1,274	1,647	1,755
Feb	1,605	2,435	2,998
Mar	2,531	3,478	2,816
Apr	1,728	2,673	3,090
May	2,283	2,607	2,562
Jun	1,967	2,281	2,402
Jul	1,401	1,786	2,077
Aug	1,623	2,183	2,084
Sep	1,357	1,462	1,763
Oct	1,781	2,109	2,303
Nov	1,993	2,132	2,197
Dec	1,569	1,935	2,019
<b>Totals:</b>	<b>21,112</b>	<b>26,728</b>	<b>28,066</b>

**Table: New Licenses issued by month 2006 through 2008.**



**Chart: New and Upgrade License activity 2005 through 2008.**

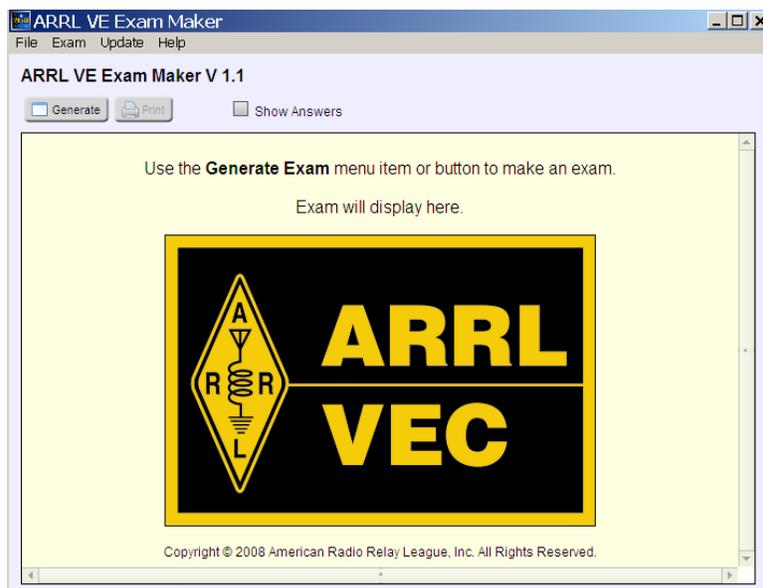
- For yet another year, business remained brisk for the VEC staff. We effectively managed these heightened activity levels without diminishing our excellent service record or ARRL’s 72% market share of total amateur exams given.

ARRL VEC Program Activity	2005	2006	2007	2008
<b>Exam Sessions held</b>	5,275	5,319	6,439	6,152
<b>Exam Applicants served</b>	24,275	26,595	44,027	33,848
<b>Successful Applications filed to FCC</b>	15,100	18,963	36,544	29,943
<b>Exam Elements administered</b>	28,900	32,605	52,738	42,345
<b>New VEs accredited</b>	1,010	1,114	1,944	2,017
<b>License Renewals/Changes filed to FCC</b>	5,510	6,905	7,912	5,756
<b>Club License Applications filed to FCC</b>	925	1,077	1,324	1,292

- ARRL VEC recorded a 34% increase in foreign testing activity over 2007 (51 sessions versus 38 sessions). The 2008 overseas testing locations included Austria, Bahamas, Canada, Costa Rica, Ecuador, Germany, Great Britain, Italy, Japan, Malaysia, Mexico, Panama, Russian Federation, South Korea and Trinidad and Tobago. The two Trinidad and Tobago sessions were “floating” exam sessions conducted aboard a yacht anchored in a marina. The Austria session was our first exam session conducted in that country.

**2008 Second Half VEC Results**

- ARRL VE Exam Maker Software* was released in September. The long-running *ExamWin Software*, a bit cumbersome compared to today’s technology, was replaced. The new software is a Web-based exam generating utility, capable of receiving updates to questions pools and specifications, and software updates as well, directly on-line, easing the difficulties of staying up-to-date with changes as they occur.



2. In December, new FCC data entry software was implemented. The new software is Web based and replaces the software originally created in 1996.

The screenshot shows a web interface titled "Session Information" with a lock icon and "(View Only)" text. Below the title is a "Load Applications" button. There are two radio buttons: "Existing Session" (selected) and "New NULL Session". The form contains several input fields: "Session ID" with the value "146103", "Session Date" with "12/30/2008", "City" with "Saint Louis", and "State" with "MO". At the bottom, there are four more input fields: "Applicants Passed" (1), "Applicants Failed" (0), "Elements Passed" (1), and "Elements Failed" (0).

### NCVEC and QPC Activities

The NCVEC Question Pool Committee (QPC) completed their work on the Extra Class question pool in December 2007. The new Extra pool became effective July 1, 2008, and it will remain valid until June 30, 2012. The ARRL QPC representative is Perry Green, WY1O, of the ARRL VEC.

### VEC Services and Ongoing Processes

ARRL VEC maintains a strong and visible presence and we continue to provide quality services to ARRL members, our VEs and the public at large. To further those objectives, the following services and procedures have been fulfilled:

1. *ARRL Member FCC License Renewals and Updates:* This service to our members continues to be a strong draw, as we are currently processing over 650 applications per month. We also processed 126 non-member requests, where the non-member paid us a \$14 service fee.
2. *ARRL Member FCC Vanity License Renewals.* This renewal service introduced April 2006 is a crowd pleaser; 3,889 members have used our electronic filing service.
3. *International Amateur Radio Permit (IARP):* We have issued or renewed 1,084 IARPs since the program was established in June 1999. Total for 2008 is 107.
4. *1 x 1 Special Event Call Signs:* Of the five special event call sign coordinators, we have coordinated more than 90% of the 5,627 events recorded since the program's inception in September 1997.

**Web/Software Development Department****Jon Bloom, KE3Z, Manager**

Hugh Brower, KB1NFI – Web Developer

Micah Murray KB1RPF– Web Application Developer

**Logbook of The World**

Logbook activity during 2008 included implementing server software fixes and improvements and upgrading the data-storage hardware to improve system performance. A new back-up strategy was put in place to streamline off-site backup of LoTW data.

The “Triple Play” award was added and made available on Jan 1, 2009. Although not technically a LoTW function per se, the DXCC field data-entry application is slated to be rolled out in January 2009.

**ARRL Web Site**

We continue to work with Fathom on the technical aspects of the upcoming Web site, even as other departments concentrate on the new site's content. Meanwhile, Web content and application maintenance of the existing site continues.

Along with turning on the Web/Siebel membership integration gateway early in the year, we have added the ability to set up recurring billing via our on-line credit-card processing system. This allows automatic billing of multiple-payment transactions such as Life Membership and pledges. The credit-card system has been expanded to use by the Development Office and the DXCC/awards branch as well.

A new capability was added to the site that allows HQ staff news editors to post stories directly to the Web site rather than having to send them to WSDD as was the case previously. This streamlining of the workflow has resulted in both improved efficiency and faster posting and updating of breaking news.

Prominent among the other improvements to the site during the first half of 2008 was the addition of a mapping Field Day locator. This allowed FD stations that were open to the public to add their location information and thus make it easy for the public to find them. It provided a graphical “big picture” view of Field Day activity never before available.

In September we initiated a service that allows Members to access the *QST* archive of articles prior to the most recent three years via the Web site, which has proven to be highly popular.

<b>ARRL Web Site Statistics for Dec. 2008</b>	
<b><i>Most popular site sections:</i></b>	
News & home page	22.5%
TIS	7.4%
F&ES	6.7%
W1AW	6.0%
Catalog	5.3%
Members Only	5.0%
Contests	4.7%
FCC	4.1%
LOTW	3.3%
VEC	2.3%
Awards	1.9%
ARRL Letter	1.5%
QST	0.9%
<b><i>Top 5 Countries</i></b>	
USA	74%
France	2.8%
China	2.4%
Canada	2.1%
Spain	1.6%

#### Top Search Queries

LOTW, ARES, *QST*, Ham Radio, ARRL Band Plan, AARRL, Ham Radio Frequencies, DXCC, Morse Code, Amateur Radio, W1AW, Ham Radio License, *QEX*, Ham Bands, *QST*, ARRL Handbook

#### Top Referring Sites

Google, Yahoo, AC6V.com, DxZone.com, Live.com/MSN

#### Other Software Projects

A new Web-enabled system was developed for the entry of FCC license-transaction data by VEC. This replaces a 10-year-old system that had grown stale and sets the stage for data entry by VE teams in the future. At year end, all of VEC's license transactions had been moved to the new system.

Also for VEC, a new written-exam generating program, *ARRL Exam Maker*, replaces the old *ExamWin* software. This new software is able to get updates to data such as question pools, as well as updates to the software itself, directly from the ARRL Web site. It has the advantage of being able to run on the Macintosh and Linux platforms as well as Windows.

A new system was put in place to create email newsletters in HTML format. This includes Web tools that the newsletter editors and HQ staff can use to edit and release the newsletters, as well as a Web tool the Advertising Department uses to insert ads into the issues. In May, the *ARRL Contest Update* newsletter (renamed from the previous *Contest Rate Sheet*) debuted in HTML format. The *ARES E-Letter* is on track to become an HTML publication with the first issue of 2009.

5. *Club license renewal notification service*: This renewal service, introduced November 2007, provides clubs with FCC license renewal notification and instruction.
6. *VE Newsletter* and examination materials distributed on time. Newsletter subscribers are up 52% from May 2005, increasing from 4,100 to 6,250. We emailed five VE newsletters this year.
7. Exam Info column in January and July *QST*: Columns were written and delivered on time.
8. VE Honor Roll List in *QST*. The honor roll, introduced in September 2007, recognizes the top 25 ARRL VEs according to the total number of exam sessions they have participated in since their accreditation. It runs quarterly in September, December, March and June.

-end-

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