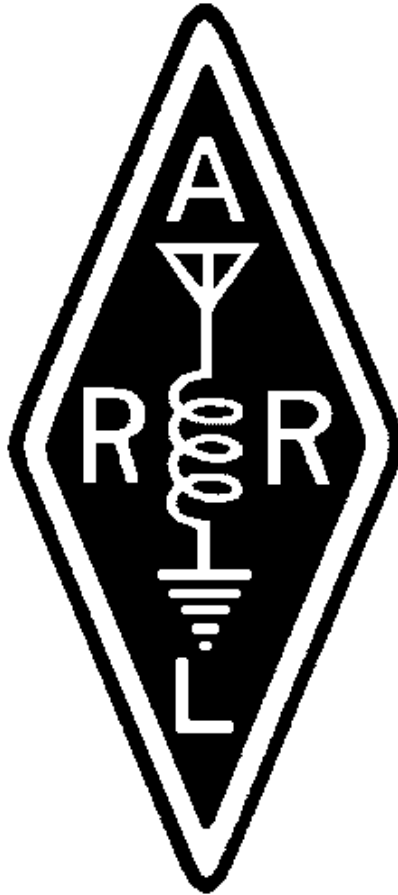


# *ARRL Strategic Plan*



Revisions prepared at the  
July 22, 2006 Planning Session  
as amended by the Executive Committee  
and adopted by the Board by mail vote  
October 2006

## *Assumptions & Key External Trends*

The following are ARRL's ten-year assumptions concerning the key external trends, challenges, or issues that will impact Amateur Radio and the League in the future. They may represent future opportunities or threats.

- There will be increasing worldwide threats to Amateur Radio frequency allocations by commercial and government interests.
- There is increasing competition for the discretionary time, energy and interest of current and prospective members.
- There is growing competition from other means of communication (Internet, cell phone, family radio service radios, satellite phones, wireless laptops and networks, etc.).
- There will be continued growth of non-licensed transmitters.
- Advances in technology will continue to change the world of communications and spectrum availability and management.
- There is a need for competent and reliable communication for local, state and federal defense (e.g. increased emphasis on Homeland Security).
- There are increasing land use regulations that restrict or prevent Amateur Radio operations (e.g. antenna restrictions).
- Amateur Radio's relationship with government is becoming more complex, political and challenging. There will be increased risk of detrimental government policies and actions affecting Amateur Radio, and less interest in Amateur Radio issues.
- The changing U.S. population demographics and changes in society are impacting Amateur Radio.
- There are growing opportunities for strategic partnering and relationships with the communications industry sectors and government agencies.
- In commerce, there will continue to be a trend away from interpersonal transactions and toward computer network-based transactions and information exchange.
- Changes in publishing technology and product delivery systems will make it more difficult to control intellectual property (content) and to achieve economies of scale.

# *Mega Issues*

Mega issues are overriding issues of strategic importance that cut across multiple outcome areas. They address key issues that ARRL must answer, illuminating choices it must make, and the challenges that need to be overcome to better serve its members, fulfill its purpose, cause, or mission and to successfully move into the future. The planning group developed the following mega issues.

- What is ARRL's future core purpose (mission) and strategic direction?
- What can ARRL do to better protect amateur frequencies against competing interests?
- How can ARRL make the needed cultural, organizational and financial changes to sustain future success?
- How can ARRL increase Amateur Radio's overall image and relevance with the public?
- What is the best field organization for the League in the future?
- How can ARRL address the growing belief among members and potential members that the future of Amateur Radio is bleak?
- How will ARRL acquire the financial resources to fulfill its core purpose or mission?
- How will ARRL respond to changes in the means of delivering information, products and services?
- What will ARRL have to do to attract and retain future members?
- How can ARRL best serve its increasingly diversified membership (setting resource priorities and determining what programs and services to offer)? How can ARRL eliminate marginal services and focus on those with the most value to members?
- How can ARRL develop strategic alliances, partnerships, coalitions, sponsors, etc. to pool and leverage resources and increase image and political clout?
- What is unique, different or interesting about Amateur Radio that will keep the interest of current amateurs and attract new ones?
- As a membership driven organization, how can ARRL serve its constituents and meet their expectations and perceived needs while at the same time positioning itself to foresee and respond to fundamental internal and external changes?

# *Branding* Value Proposition

*What ARRL must offer*

ARRL will:

- Develop strategic alliances, coalitions, and relationships with a varied of public, private, and not-for-profit organizations to advance Amateur Radio.
- Maintain personalized relationships with key, government decision-makers and agencies at the national, state and local level.
- Build a strong strategic position and wide recognition as the credible source of Amateur Radio information.
- Develop positions on key issues of interests and importance to members and the Amateur Radio community.
- Become branded for being a powerful advocate and voice for Amateur Radio.

# *Branding*

## Value Discipline

### *What ARRL must do*

To successfully achieve this identity of excellence, ARRL's strategic direction must support and be linked to this branding.

ARRL must:

- Be viewed as a credible resource of valuable, research based information.
- Position the association as the spokesperson and visionary concerning the future of Amateur Radio
- Develop strong research and data gathering.
- Understand views of other key constituents in the communication industry and governmental community.
- Shape the organization's infrastructure to support this proactive advocacy role.

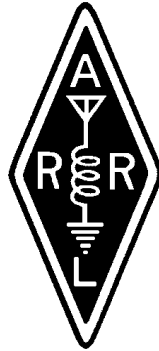
## *ARRL's Core Purpose*

The *core purpose* describes ARRL's very reason for being or existing — why the League will or should exist for a long, long time (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to ARRL and its efforts over a long period of time?



*To advance and advocate Amateur Radio.*

## *Core Values*



- *Respect for all*
- *A passion for Amateur Radio*
- *Deliver on our promises*
- *Integrity and commitment to service*
- *Offer a welcoming and open community*
- *Be honest, truthful, and fair*
- *Promote lifetime learning*
- *Exercise responsible leadership*
- *Establish a belief in the amateur community that all amateurs should be members of the ARRL*

# *The 10 to 30 year plan*

## *Part 1*

The *10 to 30 year envisioned future* consists of two parts: a single, ten-year plus, *big audacious goal (B.A.G.)* and a vivid description.

The B.A.G. is a huge challenge and its achievement will require ARRL to move outside of its comfort zone. The goal can be accomplished and has a clear finish line, but will require a heroic effort and luck. The goal will stimulate membership activity, commitment, and participation beyond ARRL's present leadership. The B.A.G. is very clear and compelling to members and does not require explanation. It sets the direction for the succession of future three to five year strategic plans.



ARRL's B.A.G.

***ARRL will be the recognized force in achieving a favorable regulatory climate for Amateur Radio.***



# *The 10 to 30 year plan*

## *Part 2*

A *vivid description* shows what the world would be like if ARRL were to achieve its B.A.G. The planning group developed the following vivid description.

### *ARRL will:*

- be extremely successful in protecting Amateur Radio frequencies and creating an enlightened regulatory climate.
- strongly and proactively improve the overall image and relevance of Amateur Radio with the public, especially as the only fully redundant and failsafe communication system in the country during an emergency.
- have many members and Amateur Radio operators who are in a number of key governmental positions and task forces as related to communications at the national, state and local level.
- constantly have highly skilled and trained members supporting the communications during emergency situations.
- have developed many strategic alliances, partnerships, coalitions, sponsors, etc. to pool and leverage resources and increase its image and political clout.
- have a powerful governmental affairs committee that carries out its advocacy strategies and visits Capitol Hill.
- be recognized as the single voice of Amateur Radio by national, state and local governmental bodies and agencies.
- possess a reputation for always providing credible research backed data and information about Amateur Radio.
- be called first by government for views, information and reactions to proposed legislation and regulations that may impact Amateur Radio.
- be acknowledged for having a very strong, proactive and coordinated lobbying effort at the grassroots/local level.
- have a growing, committed membership that feels well represented and well served by the ARRL.

## *Long Range Goals*

The following represents ARRL's long-range goals that shape its three to five year direction. These goals are outcome-oriented statements that lead ARRL towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished, if ARRL is to fully achieve its quest.

### **In 2014, its 100<sup>th</sup> Anniversary year:**

- A. ARRL will be Amateur Radio's proactive advocate and representative voice in achieving key regulatory and legislative goals.*
  - B. ARRL will be the primary source of high quality Amateur Radio educational information and resources.*
  - C. ARRL will be the recognized and respected leader in Amateur Radio public service and emergency communications.*
  - D. ARRL shall attain the financial security to advance and advocate Amateur Radio.*
  - E. ARRL will have a well-trained, team based, member-responsive environment to advance its membership base.*
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