



The online primer you're about to read is a compilation and updating of the best of ARRL favorites: *The Club President's Workbook* and the *Special Service Club Manual*. Because *ARRLWeb* contains hundreds of pages of current and frequently-changing information, no static book can quite match it for information that active clubs need. This primer is loaded with helpful links and ideas galore to get your club enlivened! Thanks go to Marjorie Bourgoïn, KB1DCO, and Margie Bourgoïn, KB1DCO, for editing assistance; Tom Hogerty, KC1J, and Mary E. Lau, N1VH, for technical assistance, and, Rick Palm, K1CE, for his authorship of original source materials.

Active Club Online Primer

"It shall be the policy of the League to affiliate with itself organized, non-commercial Amateur Radio groups or societies of kindred aims and purposes with a view to forming a homogeneous organization for unity of action in matters affecting amateur welfare."

With these words the ARRL Board of Directors created the basis for ARRL affiliated clubs, now numbering more than 2000 strong. In this section we'll look at the affiliation process, and what affiliation means to a club.

Categories of Affiliation

Four types of clubs can affiliate with the ARRL: Local Amateur Radio clubs, regionally or nationally organized Amateur Radio groups, local school or youth groups or Amateur Radio clubs in homes-for-the-elderly or disabled, and club councils (clubs of clubs). These four types are defined as club categories one, two, three, and four, respectively.

Benefits of Affiliation

In addition to being associated with more than 2000 like-minded clubs with similar goals, being an affiliated club brings your group a number of tangible benefits, presented below:

- ARRL Annual Report.
- ARRL sponsored liability insurance.

- Referrals of prospective radio amateurs to your club.
 - Club Commission Membership Recruitment Program (\$15.00 club commission for each NEW ARRL member, \$2 for renewals)
 - Mailing lists of licensees and clubs. Participation in the gavel competitions in ARRL contests.
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How to Affiliate

To become an affiliated club, your group must meet a few requirements:

- At least 51% of your voting membership must be full or associate ARRL members.
- At least 51% of your voting membership must be licensed amateurs.
- You must have a club constitution.
- Your club's goals must not conflict in any way with the goals of the ARRL.

If your group is applying as a Category One club, you must have at least four members. If your group would be a category three (school or youth group) club, only one member has to be an ARRL member -- either the president, faculty advisor or similar person. In addition, the club name has to indicate that the group is youth or school oriented.

If you are applying for Category Four status, 51% of the clubs in your council must be actively affiliated with ARRL. In your quest for affiliation, you'll have to fill out a few forms. The Club Kit is available online.

<http://arrl.org/application-for-affiliation>

You may e-mail: clubs@arrl.org for a hard copy of the club kit. Electronic applications are preferred and are processed more quickly than a hard copy application.

Once HQ receives the completed forms, they are checked for completeness, and forwarded to your Division Director. Your Director, in discretionary consultation with your Section Manager and Affiliated Club Coordinator, will approve (or disapprove) your club's application. At its next regular meeting, the ARRL Executive Committee (EC) will approve or disapprove your club's affiliation application. Upon approval by the EC, you'll receive a Charter of Affiliation, and will be able to request any of the benefits mentioned above.

Once your club is affiliated, it stays affiliated. The Club update keeps your club records at HQ up-to-date and must be submitted at least once per year. To stay actively affiliated, update and submit the on-line form to ARRL HQ. Should two years go by without HQ receiving an annual report, your club status will be

changed to inactive status. If this happens, you can return your club to active affiliated status at any time by simply confirming 51% ARRL membership among your voting members and then filing a Club Update.

The Special Service Club Program

A special program exists to recognize those clubs who do more than the usual for their communities and for Amateur Radio. These well-rounded groups are the Special Service Clubs (SSCs). SSCs are the leaders in their Amateur Radio communities. They're the ones with the active training classes, the publicity program and the members who actively pursue technical projects and operating activities.

How to Apply for or Renew SSC Status

To become an SSC, you must fill out and submit an application form.

<http://arrl.org/ssc-application>

Once received, ARRL HQ staff will forward the completed form to your ACC, who will contact you to discuss your club's projects. The name of your ACC is available from your Section Manager (see any current QST.) Check the club page on the ARRL web site. Existing Special Service Clubs may renew their SSC status by filling out and submitting the on-line renewal form

<http://arrl.org/ssc-application>

Special Service Club Agenda

Participation in the SSC program means a more ambitious program for your club. By taking an active role in coordination with the ARRL Field Organization, you will create a stronger, more effective Amateur Radio presence in your area. The SSC program was designed to be flexible--there's room for a host of creative ideas, and regardless of your club's size, if the members are willing, there's a place for your club.

Role of the Affiliated Club Coordinator



<http://arrl.org/affiliated-club-coordinator>

Club Program and Activity Ideas

As club president, you must always keep focused on the big picture. You have many duties, responsibilities, and details to contend with -- lots to keep you busy. Occasionally, the myriad of details can bog you down and steer you and your club off course.

A truly effective club president is one who keeps the big picture clearly in mind and guides his club accordingly. Any plan or program decision, big or small, should be made in the context of overall club objectives. What is the "big picture"? It can vary depending on the nature of the club -- some have narrower purposes than others do. All Amateur Radio clubs can be guided by basic program goals and principles. It's up to the club members and you as to what priorities should be set. Here are a few "big picture" ideas you might want to consider when steering your club in its plans, programs and activities:

1. Seek to broaden the Amateur Radio experience and capabilities of your members. By doing this, you will encourage a spirit of fraternity and camaraderie among your members.
2. Develop your club as a resource to the community. We are, after all, the Amateur Radio *Service*.
3. Develop your club as a resource to local hams.
4. Develop your club as an integral part of the Section's Field Organization.

These "big picture" items can be addressed in many ways. **Public relations** activities such as Field Day, mall displays, and special-event stations improve the visibility of Amateur Radio, promoting it as a positive force within the community.

Get involved in local **emergency planning**.

Conduct **licensing classes**. Conduct "continuing education" or "**elmering**" activities. Promote **technical advancement**. Encourage members to increase personal levels of technical understanding. Promote **higher operating standards**. Conduct code proficiency seminars. Have guest speakers talk on operating modes such as packet radio, satellites, contests, and DXing. Because of the importance of close ties with the ARRL **Field Organization**, you should encourage members to seek Field Organization positions: Official Emergency Station, Official Bulletin Station, Official Relay Station, Public Information Officer, Local Government Liaison, Official Observer and Technical Specialist. The Field Organization can help keep you focused on the big picture. The Club Program Calendar, which comprises the majority of this section, is constructed with the

above in mind. Although we've presented a large number of suggestions in the calendar, you are encouraged to develop your own ideas in keeping with your own personal "big picture."

Regular Meetings

The meat and potatoes of every club is the club meeting, a regular get-together that allows orderly handling of business by the majority, problem solving, continuing camaraderie and just plain fun. One of the major challenges you will face is keeping interest, and thus attendance, high. It's not easy, but developing interest, attendance, and a growing membership through good programs and activities at club meetings is perhaps the most rewarding part of your job. Do it with a vengeance. Here's a few things to keep in mind when planning meetings:

Meeting Place: Finding a meeting place is important to ensure a high attendance at club meetings. The meeting place should be centrally located, and convenient for the majority of members. It should be as permanent as possible so that the club can enjoy the continuity of meeting in the same place month after month. This is particularly important with the more loosely organized clubs as members who have not been to a meeting in a long time can still find the proper place. Good possibilities are local schools, banks, libraries, churches and public service organizations such as the Red Cross. The latter is particularly good because of the long-standing

cooperative agreement between the League and the Red Cross. The room should be large enough to hold the anticipated membership without undue crowding, and plenty of chairs should be readily available. Hang your club banner or poster in the room. Other useful accessories are a table and podium for speakers, and facilities for projection of slides and films. A public address system should be avoided if possible; it is usually more trouble than it is worth. The meeting room should be kept in excellent condition at all times. The room should always be left cleaner than when you arrived.

Meeting Dates: Most clubs meet semi-monthly or monthly. Smaller community

clubs meet more often because more closely-knit groups have more in common and travel distances are more convenient. In large-membership clubs, meetings are held monthly, with perhaps a meeting of the Executive Committee (usually the elected officers) in between. The date or day of the meeting should be selected in accordance with availability of the maximum number of members. If monthly, choose the ordinal day within the month (e.g., third Thursday of every month).

Conducting Meetings: Meetings should be conducted in an orderly, but not too firm, fashion. Roberts Rules of Order take a severe beating in most amateur club meetings. The important thing is to keep control of the meeting. If it gets out of

hand, chaos results and little or nothing is accomplished. When a member has the floor, don't let anyone interrupt him. If he becomes long-winded and members start to get impatient, the chairperson should interrupt. Don't let the meeting get bogged down through lack of procedure. The chairperson should be responsible for seeing that the meeting is kept orderly and should be permitted to perform this function. After opening the meeting, the usual first order of business is reading the minutes of the previous meeting and amending them or approving them. Next come reports from officers, including the reading or passing around of communications from the secretary. Following that, committee chairpersons make reports. Old business (unfinished from previous meetings) follows; then new business (not brought up at a previous meeting). A skillful chairperson can get through most of this quickly to get at the next order of business, the program for the evening--and finally adjournment, followed by refreshments and ragchewing. If the program consists of a guest speaker, it is courteous to omit as much business from the meeting as possible so that he/she will not be detained unnecessarily.

Maintaining Interest

Occasionally, when there is a lot of business to discuss, the club can spend a profitable evening without a program, but a club that tries to exist for very long this way will find itself gradually losing attendance. It is important to have a program of some sort, and preferably one that will be of interest to a majority of club members. A few suggestions follow:

1. **Talks by outsiders.** Hams of prominence in their field such as the Affiliated Club Coordinator, Section Manager, Section Emergency Coordinator, public service organizers, QSL bureau persons, operator specialists, DX visitors, radio engineers, telephone and power company engineers, radio station executives and other persons who are experts on subjects of interest to club members should be invited to talk. Speakers can appeal to interests within the club. Your section Public Information Coordinator maintains an active speakers bureau for club talks.

2. **Talks by club members.** Speakers can cover special radio subjects with which they are familiar (may be submitted as a paper entered in a club contest). Have a series of lectures covering radio theory for general advancement or to train newcomers; cover license examination questions. Have members' demonstrations of home-built gear or net operating and message-handling procedure. Have members speak on contest operating. Prizes or convention expense money may be awarded for best presentation given each year.

3. **Open discussion.** Questions proposed by a member and discussed by all, each taking a turn or volunteering. When a satisfactory answer has been found another question is proposed.

4. **Initiation ceremony.** Ritual covering serious side of Amateur Radio with enough horseplay introduced to make it funny. Serious side should cover the rights of other amateurs on the air.

5. **Discussion of controversial current topics** in Amateur Radio, giving everyone an opportunity to air his or her "gripes." Such discussions often attract attendance, but strict control should be kept over them by an experienced moderator, lest they result in bad feelings.

6. **Contests** of various kinds within the club can attract attendance and interest. A few examples:

- Code speed contest, where there are enough good CW ops in the club to make it interesting--have several categories of experience level, including beginners.
- Diagram drawing.
- Jumbled word--use radio or electrical terms, with prizes of some kind of recognition to the first one to unscramble the word.
- Checkers or chess tournaments can feature an after-the-meeting get-together if enough of the members are interested--not only Amateur Radio activities need be considered. If prizes are given it is advisable to place restrictions on how often an individual can win a prize so that everyone gets an equal chance.

7. **ARRL Night.** If possible, a visitor or visitors from the ARRL "official family" can spearhead such a program. Members of affiliated clubs will have many questions about the League, and there is always a certain amount of misinformation to be clarified. The club might profitably spend one program a year in reviewing its commitment to amateurs in general through ARRL affiliation-- the reasons for it, the benefits derived, the objectives and principles of ARRL to which the club subscribes.

9. **Visitors Night.** An evening once or twice annually devoted to specially invited visitors (membership prospects especially) can serve as mutual introduction between club members and other local hams and non-hams.

As an adjunct to meeting programs, there are a number of other continuing programs which the club can sponsor for the benefit of some or all of the membership, such as:

- **Code practice and/or technical training program.** This feature is best presented **before** the meeting. Those members or others interested

should show up a half hour or hour earlier than the meeting. The instructor should be chosen from the regular membership. A nominal charge may be made, but it is best to avoid this if possible, except possibly to non-members. Charts may be posted on the bulletin board showing trainee progress--a sort of "Honor Roll" or "Dean's List."

- **Reading of all W1AW bulletins at the meetings.** Some clubs appoint a member to report any special bulletins at club meetings.
- **Visitors** should be asked to say a few words after they have been formally introduced to the club by the presiding officer or the person who invited them.
- Some members enjoy the after-the-meeting **talk sessions** more than the meetings themselves. Time should be allowed for them, so that personal conversations are kept out of the main meeting. If the meeting begins at 8 PM, it should be over by 9, leaving some time for chitchat over coffee and doughnuts. Even if there is a speaker, some thought should be given to keeping the formal part of the meeting down to an hour and a half. Most hams are natural-born gabbers and the "hamfest" atmosphere may attract them as much as any other feature.
- **Station visiting** after the meeting may be in order, providing it does not break up too late. The names and calls of those members' stations open for visitors can be included in the meeting notice or during the meeting. This can go a long way toward keeping members interested in coming to meetings. If a member has been "backsliding," asking his permission to open his station to visitors may bring him back to meetings. If the club shows an interest in the member, chances are good the member will show an interest in the club.
- **Refreshments** are a "must" at club meetings. Most clubs provide coffee and doughnuts, for which members throw in perhaps fifteen cents for each doughnut consumed (with guests and visitors being served free, of course).
- **Non-ham spouses** should not be neglected at club meetings. Some clubs have auxiliaries that arrange club picnics and dinners, to entertain visiting guest speakers, and more. Spouses can also be included in the regular club activities, and they make excellent candidates for the license classes.

Other Sources of Club Program Ideas

- **Section Manager** (see any recent *QST* for his or her address and phone number). The SM will likely have a fountain of ideas for your club.
- **Affiliated Club Coordinator.** Contact your SM for the name of your ACC. The Affiliated Club Coordinator is an expert in club activities with experience in working with successful clubs.
- **Public Information Coordinator.** Your Section's PIC maintains a speaker bureau of available speakers for your club talks.

Adopt Your Local School

<http://arrl.org/amateur-radio-in-the-classroom>

No news to anybody is the fact that the future of Amateur Radio hinges upon getting new, young amateurs into the fold now. Only by meeting this need will we be ensuring a sound, secure future for our service. With new growth of school clubs and ARRL affiliation comes new opportunities for getting students into Amateur Radio. As a League affiliated club, ARRL needs you to do your part in promoting school club activity in your area. How to start? Start with existing school clubs. There may be many school clubs in your area. Some are active, but unaffiliated. Others are affiliated, but inactive (they haven't filed an annual club report in a few years.) Still others are inactive and unaffiliated. Getting the "actives" affiliated is easy: All the club has to do is fill out a few forms. The online Club Kit is found at

<http://arrl.org/application-for-affiliation>

Activation of "inactives" will take a little more work involving locating the right faculty member, or volunteer from your club to do the job, and then getting them to file an activity report with HQ. To locate information about inactive clubs, please see The Big Club List at <http://www.arrl.org/FandES/field/club/biglist.html> Finding clubs will take some detective work. Go to your local schools to find existing school clubs. Offer to help club sponsors with plans and programs. Ask them to join in your own club's activities such as mall displays, message centers, communications events, Field Days and so on. Explain the benefits of active League affiliation, and help them complete the affiliation and activation forms. In other words, be a big brother. You'll probably find that your association with a school club will result in a rebirth of interest within your own club too!



Bud Talbot, KB9WVG, trustee of Elkins High School ARC, getting on the air with Phillip Ward (KD5VRE) and Stephen Lecollier (KD5WDP) at the station. The club got its start with a grant from the Victor Clark youth incentive program.

Starting from Scratch

Of course, there will be many schools that do not presently have a school Amateur Radio club. In these instances, you will have to start from scratch. To plant the seeds for a new club, try to find an insider, an Amateur working within the school administration or faculty, to champion your cause. Tell him that you're ready, willing and able to set up demonstrations for students, provide equipment loans for a school station, and even sign on as official sponsor of the club. Tell him that interested students can join your classes, or better yet, offer to hold classes on campus during or after school hours. Provide League videotapes as programs for science classes. There is a host of things you can do to get a club started in your local school. Once formed, in cooperation with your ACC, help them prepare and file their ARRL affiliation application. Once affiliated, you can count the creation of the club as one more good deed done for your community's youth, and for Amateur Radio's future.

The Affiliated Club Coordinator -- Your Local Resource

The core of Amateur Radio's strength lies in an efficient, well-organized Field Organization. It would be impossible for one ARRL HQ staff unit to coordinate all of the activities of 2,000 actively affiliated clubs. This is why the Section Manager of each ARRL section appoints an Affiliated Club Coordinator to handle your questions and concerns. The ACC is your primary source of assistance. Work on establishing an ongoing relationship with your ACC. They are volunteers just like your club who have volunteered to take on the challenge and commitment of a strong club presence in the section. If a problem occurs within the club, notify him/her immediately so that he or she can prepare to be of assistance. Send a copy of your club's newsletter to your ACC. He or she enjoys keeping up on your latest club news; and inform the ACC concerning any change in club officers. Communicating well takes effort and commitment; sometimes we need to relearn this important art. It seems that we all should be expert communicators in this mass media dominated society, but while we have become consumers of television, newspapers, and radios, our interpersonal communication skills grow rusty. Most problems stem from misperceptions brought about by not communicating well, or not communicating at all. Take advantage of this important field communication resource at your fingertips: The Affiliated Club Coordinator.

Official ACC Job Description <http://arrl.org/affiliated-club-coordinator>

Working With Your Members

Members are the lifeblood of your club. They are difficult to find, more difficult to keep, and at times, difficult to work with. Members come in a wide variety of shapes, colors, sizes, backgrounds, skills, experience, and levels of motivation. They have their own reason for participating and their own specific needs, which must be met if they are to continue to be members. Their needs, abilities, and accomplishments determine the ultimate success or failure of your club activities. Your task, as president, is to discover and meet their needs while guiding them in the best use of their abilities, thus helping them to achieve significant accomplishments through their club.

Who are Members?

Members are individuals who are willing to work with others to perform a necessary activity. They are human beings with human needs, goals, attitudes, abilities, strengths and weaknesses. Since members will be the basic resource that you will be using, it will be to your advantage to get to know each of them as well as possible. Generally, members will do precisely what they want to do -- no more, no less. It is up to you to convince them that the project you have selected for them is both needed and appropriate. Having their own likes and dislikes, it may be necessary to talk some members into some assignments that are important though unpopular. Members must be convinced that what you are asking them to do is really needed. They don't like to be underutilized, and tend to disappear when kept cooling their heels for a significant length of time. They will work for long hours under the worst conditions as long as *they* can see the need for it. Most will do anything you ask as long as they're treated properly. If you mistreat or abuse them, they may not volunteer their help again.

Why They Joined Your Club

It would be physically impossible to discuss here every possible reason why people join clubs. Generally speaking, members join to satisfy a personal need. Some members join to become a member of a group. Some join to become a "big wheel." Some join simply because you asked the right question at the right time, at the right place, and have the dynamic club program to back it up. Find out why your members joined your club. You've got to find out what their needs are before you can attempt to satisfy them. In short, the best way to find out why your members joined is to ask them!

What Members Expect From You

Your members have a right to expect courteous, considerate, fair and impartial treatment from you. Courtesy is always in order; rudeness will cost you dearly. In addition to learning and compensating for their weaknesses and being tolerant of their faults, you must also consider their feelings. They also have the right to expect you to make a reasonable effort to learn and apply the skills and techniques of management.

You will be expected to make mistakes, admit them openly, and learn from them. You will also be expected to keep them informed as to what is happening and why. Unfortunately, some members will expect much more of you than they have a right to expect, and often more than you can do. They may expect you to change situations over which you have no control, force other volunteers to change their habits, provide them with privileged treatment or status, fire a useful assistant because they happen to dislike him, and other equally inappropriate actions. In short, they will tend to forget that you deserve the same treatment from them that they expect from you. Each member has different job demands and family requirements, as well as other outside interests. This affects the level of commitment they are able to make. Some join your club and are never heard from again. Others will join and not find time for training, but will come out for activities. The rest will be willing to take different amounts of training, and their availability for service will change as their situations and interests change. Human traits are cyclic in nature and volunteers are no exception. Further, very few will be willing to take sufficient training to be able to lead, and even less will be willing to do the extra work. Remember that members are individuals and should be treated as such.

The Cadre Concept

The "cadre concept" recognizes the variations in willingness to prepare for special activities and allows you to mitigate the problem by using a small, highly trained and motivated group who will provide direction by example. The concept is simple -- you provide as much training to each member as he or she is willing to accept and absorb. Those who take the most training will usually be willing to assist you with the job of organizing the rest. They become the cadre of leaders - the nucleus of your activity group. This concept works simply because it takes maximum advantage of the fact that people are going to do exactly what they want to do. It operates on the assumption that no member is worthless, that one day you may need all the volunteers you can get, and, finally, that you may have some claim on an amateur who carries a membership card for your group, while you have no claim on one who does not.

Keeping Your Members

Keeping your members is a function of two things: one, you must have a slate of dynamic club activities, programs and meetings scheduled for the year to generate interest, and two, you must treat them right. Your members will stay members of your club if you make a dedicated effort to ensure that:

Your management process is tailored specifically to the needs of your club and the individuals who comprise it. Obviously your members have skills, which they are bringing to your group, but increasing those skills and educating your members in new skills will probably keep them interested. You provide timely information to your members. Keep them informed of activities as a group. Don't tell one or two members and expect the rest to find out on their own. You should be someone your members can turn to for assistance on club-related matters. You should realize that, although some members may feel secure being given one responsibility and keeping that responsibility during their tenure with your club, some members may enjoy being given different assignments. Those members who request different challenges may be your best vice presidents. You may wish to implement your own system of showing appreciation, recognition and rewarding of members for their services. Awarding certificates or having special occasions such as dinners are excellent means to reward your members for a job well done.

Suggested Management Approaches

Most members don't respond well to orders. They will honor requests, particularly if you have time to include information on the need for that request. If you desire their loyalty, you must be prepared to give them yours. The responsibility for your club's success or failure lies with you. Your loyalty must remain steadfast. Do not criticize a member in public. People will respond better to criticism in private. Remember that their pride and dignity are at stake. If you must criticize a member, make it brief, make it positive if possible, and don't criticize the member personally -- direct your criticism toward the person's actions. Recognize that factions and cliques will develop within your club as they do with any other group. You must not become identified with any subgroup within your unit. Your impartiality will be questioned at times when it seems to members that you "always give Bill the best job." When a member of your group complains about another member's lack of knowledge or operating skills, keep in mind that some people simply learn more quickly than others do. In an emergency, you'll still want the member who is learning. You may wish to handle a problem such as this by asking the member who is upset to develop some suggestions in that area. Stress that his efforts will increase the effectiveness of the club. Never discuss a member's weaknesses, faults or limitations on the air or in public. If someone complains to you publicly about another member, handle the situation as diplomatically as possible. If the conflict can be resolved by having the two members talk to each other, follow that route. If not, offer to discuss the problem privately. Your responsibility is to solve the problem -- not to take sides. Lastly, when you find that a member is causing more harm than good to your club, it is important that you are diplomatic in your actions while keeping the effectiveness of your club as your primary consideration.

Summary

Working with your members is the most critical aspect of your job and will call for the most time and effort on your part. To work effectively with members, you must first understand them and use that understanding to motivate them to do the job.

When you're leading your members you should not try to be "all things to all people." You must be a diplomat, a leader, a friend, an expert in your field, and an excellent listener. You probably won't be able to please all of the members in your group all of the time. However, you should attempt to please them whenever possible for the good of the unit. Strive to "lead" your club, not simply "manage" it.

<http://arrl.org/affiliated-clubs>

Transition of Club Officers

It is crucial to the continued success of a League-affiliated club that when club officers change, appropriate notifications are filed and club records are passed along or otherwise maintained. Here's a handy check-off list that should be reviewed upon any officer change.

1. Notify ARRL HQ immediately of all new club officers. (This is critical so that important news and other items from HQ are sent to the correct club officers.) Use the Club Update form to make these changes.
2. Notify the Division Director, Section Manager, and Affiliated Club Coordinator.
3. Is your current Club Update on file with ARRL HQ?
4. If your club is an SSC, is SSC status current?

<http://arrl.org/ssc-application>

5. Are your official club papers secure?
 - Certificate and Articles of Incorporation.
 - Articles of Association, By-Laws.
 - Corporate seal.
 - Non-profit status documentation.
 - State and Federal tax ID numbers.

- List of documents to be filed with IRS, and copies of those filed by club.
- Insurance policies: liability, equipment. Are they current?

<http://arrl.org/affiliated-club-benefits>

- Post office bulk mailing permit.

6. Is club station license secure? (Is station license current?)

<http://arrl.org/files/file/arrlvecform605c.pdf>

7. Club property inventory accounted for? (Is inventory list current? Does list show location and custody responsibilities?)

8. Is inventory of materials in club safe deposit box current?

9. List of all bank accounts and holdings. (Is list current and updated quarterly?)

10. Club archives (Are historical records, minutes, newsletters, photos, ledgers, and awards in safe, secure location?)

11. Contracts and agreements in force. (Are they current? Are all associated papers present in appropriate file?)

12. Is current information on utilities billed to the club (power, water, telephone), including billing addresses, on hand?

13. Frequency coordination correspondence. Is repeater pair assignment current?

14. Is club Postal Box current?

15. Club email list current?

Summary

The list above should include most of the important items to an active club. There may be others! Think, and make sure your new officers don't encounter any surprises as they begin their new duties.

Recruiting New Hams

The Technician licensee is a major force to be reckoned with when it comes to identifying club programs/services/benefits and developing your club's

membership. Technicians comprise nearly one-half of the amateur population. They are by far the single largest group of licensees, with Generals a distant second. Technicians represent a great opportunity for your club in developing its membership base. Since a strong club equates to a strong Amateur Radio Service in your community, your club should make a serious effort to recruit these new hams.

With their primary interest being hand-held/repeater operation, that is, locally oriented activity, you need to tap them on the shoulder and explain what your club can do for them as members.

Help with Repeater Problems

Since Technicians hang out primarily on local repeaters, you can reach them there and explain how your club, as an organized, coordinated group of local amateurs, can help them with repeater jamming and other problems, including "social" ones (i.e., what to do about misfits, etc.). Peer pressure from the local organized amateurs can work wonders in this area. Invite qualified new hams to join your Local Interference Committee.

Emergency Communications, Public Service

Inform new hams about your emergency communications and public service programs. Tell them about your communications efforts for local parades, walk-athons and bike races. Explain how you work with the Amateur Radio Emergency Service (ARES) to provide emergency communications support for local emergency management agencies. Describe your annual "Goblin Patrol" effort in conjunction with local police. These licensees, accompanied by their portable and mobile equipment, would make excellent additions to your public service roster.

Public Affairs

Invite new hams to participate in your mall displays, message fairs and "Santa Claus Nets" at local childrens' hospitals each year. Tell them how you demonstrate Amateur Radio at the annual State Fair. Of course, there's a role for them at your Field Day operation, too.



Young Marines learn about Amateur Radio.

"Elmer" Program

New hams are enthusiastic and would welcome your club's help in getting them introduced to the wide array of activities open to them. Your club's "Elmers" can help new Technicians try packet radio and satellite operation, for example. Many seek to broaden their horizons, and you can help them develop their interests in upgrading by introducing them to HF operating. Recruit new hams for your licensing classes. Your club can show new hams that they don't need to be on their own when facing the often intimidating task of learning more about their new hobby.

Importance of Technical Activities

New hams are interested in how their equipment works, and how they can make better, more efficient use of it. Your technically inclined members can show them how to get more "bang for the buck" by using better antennas: a 5/8 -wave whip instead of a quarter-wave, a beam instead of a vertical, shorter versus longer runs of feedline, and so on. Conduct "Tech Nights" where members and new hams construct simple projects.

ARRL Technical Information Services: <http://arrl.org/technology>

Proper Operating Practice

Conduct seminars on proper operating etiquette. Help them "fit in" with how things are done on the air. This is especially important when they are using your club's repeater. Think they're not interested? Think about the last time you tried something new and were afraid of what the seasoned veterans would think of you as a newcomer. New hams are no different.



Just Plain Fun

Of course, people join clubs to have fun. That's the true bottom line. Don't frighten new hams off with lengthy business meetings and other club bureaucracy. Introduce them to the fun side of your club: the picnics, barbecues, hamfests, swap nights, awards, operating activities, and so on. No one's going to come if they're not having fun.

Reaching New Hams

As mentioned above, new hams tend to populate the local repeaters. So, look there first. A bulletin program can help. Have a club member recite the club calendar over local repeaters during "prime time" such as commuting hours. Make sure club members talk up the club during repeater QSOs, and go out of their way to invite new hams to club meetings. Sponsor a special "New Ham Night." The direct approach works well, too: Contact ARRL HQ for lists and mailing labels for new hams in your area. Send new hams special invitations and copies of your club newsletters. *Recruit new hams: It's good for your club, and good for Amateur Radio!*

ARRL Awards

The League offers a wide-ranging slate of achievement awards that may be of interest to your club members. The list follows:

Technical Merit Award

25-Year Affiliated Club Award

Affiliated clubs are recognized beginning at 25 years of continuous affiliation and at 25-year intervals thereafter. The award consists of a handsome certificate.

Herb S. Brier Instructor of the Year Award

Professional Educator of the Year Award

Phil McGan Silver Antenna Award

This award is given annually to the ARRL member who best demonstrates volunteer public relations success on behalf of Amateur Radio at the local, state or national level. McGan Award winner is selected by the League's Public Relations Committee and the final determination is made by the ARRL Board at its July meeting.

Hiram Percy Maxim Memorial Award

International Humanitarian Award

For Additional Information . . .

...on any of the awards listed above, please contact ARRL HQ.

Club Competition Rules

<http://arrl.org/files/file/Clubs/Club%20Gavel%20Competition.pdf>

Club Addresses

Vice President: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Secretary: _____ Call sign _____

Address: _____

Phone: _____ e-mail: _____

Treasurer: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Public Information Officer: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

ARRL Liaison Officer: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Affiliated Club Coordinator: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Section Manager: _____ Call sign _____

Address: _____

Phone: _____ e-mail: _____

Division Director: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Local media: _____ Call sign: _____

Address: _____

Phone: _____ e-mail: _____

Planning Guide

The following monthly listings contain copious notes on significant operating events, conventions, and ideas for club activities including meetings, special events, licensing classes, youth group demonstrations, mall displays, message centers, and more, keyed to the appropriate month.

Meeting Planner's Notes

Meeting Program:

Other:



January Notes:

- New Year's Day Parade communications support.
- **Straight Key Night**, January 1.
- **Kid's Day**.
- Plan February meeting. (Suggestion: Contact local Explorer Post. Invite scouts to February meeting. Prepare to put on demonstration of Amateur Radio.)
- Club gavel competition, **January VHF Sweepstakes**.
- Announce, plan club gavel competition for next month's **International DX Contest**, CW.
- **RTTY Roundup**.
- Plan participation in **School Club Roundup**.
- Note of the Month: Now is the time to send in your club's Annual Report

February Notes:

- Club gavel competition, **International DX Contest**, CW.
- Announce, plan club gavel competition for next month's **International DX Contest**, phone.
- Appoint **Field Day** planning committee. Start plans at February meeting. Arrange site.

- Plan March meeting. (Suggestion: hold seminar on good operating practice, PSK31, OSCAR, packet or other specialty operating mode.)
 - Explorer Scout demonstration meeting.
 - Valentine's Day Message Center.
 - **School Club Roundup.**
 - Note of the Month: Have you submitted your club's Update to ARRL HQ yet?
-

March Notes:

- Plan April meeting. (Suggestion: "ARRL Night." Invite Division Director, Section Manager and other section League officials. Tell club members to be ready with their questions and comments on League affairs.)
 - Follow-up with Explorer Post contacts in encouraging scouts to pursue their interests in Amateur Radio. Invite them to your licensing class.
 - **Field Day** planning: Task club PIO with arranging publicity for club activity.
 - Club gavel competition, **International DX Contest**, phone.
 - Contact town officials and offer communications assistance for spring marathons, races, parades and other special events.
 - Note of the Month: Have you submitted your club's Update to ARRL HQ yet?
-

April Notes:

- Plan May meeting. (Suggestion: Contact Public Information Coordinator for list of potential speakers for May meeting. Recruit speaker.)
 - Arrange special field trip to local point of interest: observatory, electric utility, broadcast station transmitter, airport communications center for examples.)
 - Hold ARRL Night meeting. Also, review Field Day planning status.
 - Note of the Month: Have you submitted your club's Update to ARRL HQ yet?
-

May Notes:

- **Field Day** status report/discussion at monthly meeting.
- Plan for Amateur Radio Week which starts on the Sunday preceding Field Day weekend.
- Plan June meeting. (Suggestion: Visit outstanding shack of club member. Make special efforts to invite new hams.)

- Plan for Kid's Day. Ask to hold it at a shopping mall or other public place.
- Note of the Month: Club members invite mothers to meeting in honor of Mother's Day!



June Notes:

- Hold Field Day planning meeting.
- **Amateur Radio Week**, Begins the Sunday preceding Field Day.
- **Field Day, Fourth weekend in June.** Invite newspaper, radio, and other media to observe Field Day activity.
- Plan July club meeting. (Suggestion: Picnic/outing. Invite family members to join in the fun.)
- **Kid's Day**
- **June VHF QSO Party.**
- Note of the Month: Invite new hams to participate in your Field Day effort.

July Notes:

- Conduct annual review session; evaluate club progress over the course of the past year.
- Submit new/renewal application for Special Service Club status.
- Conduct Field Day post-event evaluation. What can you do next year to make for a better event?
- Discuss adopting a school or organizing a youth auxiliary club.
- **IARU HF World Championship.**
- Note of the Month: Hold Annual Picnic/Outing with Family Members!

August Notes:

- Schedule executive committee meeting to plot course for upcoming club year.
Identify major goals and activities, and schedule using this calendar workbook.
Consider applying for new /renewed Special Service Club status.
- Appoint license class committee. Task Public Information Officer with obtaining local publicity for classes.

- Plan club activity for **Amateur Radio Public Awareness Day**, 3rd Saturday of September
 - Plan September meeting. (Suggestion: Contact Public Information Coordinator for list of possible speakers. Recruit speaker possibly for ATV, National Weather Service or Civil Air Patrol.)
 - **UHF Contest.**
 - **10-GHz Cumulative Contest.**
 - Organize club effort for **September VHF QSO Party.**
 - Note of the Month: Plan schedule of Fall club activities!
-

September Notes:

- Plan club's participation in October **Simulated Emergency Test**, first weekend in October. Contact local Emergency Coordinator for information.
 - Appoint "Goblin Patrol" committee. Contact chief of police to make arrangements for club participation in patrolling town on Halloween.
 - Plan publicity and program for October meeting. (Suggestion: Hold "New Ham Night" or an Open House with refreshments. Help new hams with their questions and problems. Contact ARRL HQ for lists of local new hams.)
 - Encourage club gavel competition in **November Sweepstakes**: CW and phone, held on separate weekends..
 - **September VHF QSO Party.**
 - **Amateur Radio Public Awareness Day**, 3rd Saturday in September. Coordinate your Awareness Day efforts with your Public Information Officer and section Public Information Coordinator. Contact the public information office at ARRL HQ for materials for your club's participation.
 - **10-GHz Cumulative Contest.**
 - Contact local Girl Scout or Boy Scout troop to seek participation in **Jamboree-On-The-Air (JOTA)**, 3rd weekend in October. See telephone white pages.
 - Note of the Month: Participate in Amateur Radio Awareness Day
-

October Notes:

- Host local scout troop for **Jamboree-On-The-Air (JOTA)**, 3rd weekend in October.
- **Simulated Emergency Test**, 1st weekend in October. Implement club SET participation.
- Contact municipal police and/or civil preparedness agency and offer club services for communications support in town Thanksgiving Day parade.

- Organize club gavel competition activity group for **November Sweepstakes**; CW and phone on separate weekends
 - Plan November meeting. (Suggestion: Contact Public Information Coordinator for list of possible speakers. Recruit speaker possibly for RFI, RF Safety, Antenna Comparisons, and Homebrew Projects.)
 - Contact local hospitals and children's homes to make arrangements for Santa Claus Nets to be held in December.
 - Goblin Patrol, Halloween, October 31.
 - New Ham Night!
 - Note of the Month: Get Set, for SET, 1st Weekend in October!
-

November Notes:

- Appoint committee to plan December Holiday party.
 - Make arrangements for December Holiday message center at local mall or school.
Contact mall management and/or school administration; plan exhibit.
Contact PIC, ACC for supplies, handouts. Inform Section Traffic Manager of traffic
 - activity.
 - Contact town or city officials and offer club communications support for New Year's Day parades.
 - Plan December meeting. (Suggestion: Christmas/Hanukkah Party, annual club dinner).
 - Club gavel competition, **November Sweepstakes**, CW.
 - Club gavel competition, **November Sweepstakes**, phone.
 - Organize club activity for **160-Meter Contest**.
 - Organize club activity for **10-Meter Contest**. Make sure to encourage Novice and qualified Technician members' participation!
 - Note of the Month: It's Sweepstakes Time! Good Luck!
-

December Notes:

- Plan school exhibitions for spring session. Contact local school officials to arrange schedule of exhibits at area schools. Task club PIO with arranging local publicity. Inform ACC and PIC. Encourage establishment of school clubs and League affiliation.
- **160-Meter Contest**.
- **10-Meter Contest**.
- Santa Claus Net at local children's hospital and/or school.
- Holiday message center and mall display.
- Holiday Party.

- Prepare club communications team for New Year's Day parade communications effort.
 - Plan January meeting. (Suggestion: Club Construction Project Night. Contact Technical Coordinator to arrange support by a local Technical Specialist).
 - Plan participation for Kid's Day.
 - Plan spring licensing class. Make a pitch to local police, EMTs, fire department, civil air patrol, REACT, search & rescue units, etc.
 - **Straight Key Night**, December 31-January 1.
-

For Special Service Clubs

This section is presented to assist Special Service Clubs in maintaining their SSC status. SSCs have gone through a process above and beyond the requirements for other affiliated clubs. These clubs have demonstrated proficiency in the following areas:

- a. Training and supporting local Amateur Radio efforts in licensing, upgrading and continuing education or elmering.
- b. Public Relations and improving the visibility of Amateur Radio, promoting it as a positive force within the community.
- c. A willingness to become involved in any local emergency or drill.
- d. Technical Advancement and encouraging members to become more familiar and knowledgeable in technical Amateur Radio aspects in the community.
- e. Operating Activities in which a substantial program is conducted in an area of particular interest of the club; and,
- f. Miscellaneous Activities in which ongoing programs or activities are in additional established areas (or suitable substitutes).

To renew your club's SSC status go to <http://arrl.org/ssc-application> , it must be actively involved in the following areas listed in the section above.

Because of the importance of close ties with the ARRL Field Organization, SSCs are encouraged to also have a representative from the club appointed to each of the following field positions:

- a. Official Emergency Station
- b. Official Bulletin Station
- c. Official Relay Station
- d. Public Information Officer
- e. Technical Specialist
- f. Local Government Liaison

Click on link to see detailed descriptions for and requirements of the above ARRL Field Appointments. <http://arrl.org/field-organization>

What is the Special Service Club Program?

Your ARRL Board of Directors, recognizing that local problems are best solved at the local level. The local club is the best representative of Amateur Radio's interests at the local level, created the Special Service Club Program. To participate, a club must commit itself to establish a more effective local presence for Amateur Radio for a period of twelve months. In particular, it will establish meaningful programs in a number of areas as specified in the program guidelines. A truly effective SSC will also go beyond the basic requirements and seek to broaden the Amateur Radio experience and capabilities of its members; it will also encourage a spirit of beneficence and camaraderie among its members. In return, ARRL HQ will provide additional support and guidance to those clubs who commit themselves to a high level of performance.

What is the Goal of the SSC Program?

The goal of the SSC Program is to establish a more aggressive, more effective presence for Amateur Radio and the ARRL locally. The goal is also to ensure that necessary skills exist and local resources are organized for an effective response to any local situation where Amateur Radio can contribute as a public service, or can benefit from positive exposure. Encourage affiliated clubs in the section to become more active and, if the club is already healthy and effective, to apply as a Special Service Club (SSC).

Clubs can apply online <http://arrl.org/ssc-application> Work with other section leadership officials (Section Emergency Coordinator, Public Information Coordinator, Technical Coordinator, State Government Liaison. etc.) to ensure that clubs are involved in the mainstream of ARRL Field Organization activities. Encourage new clubs to become ARRL affiliated. Ensure that annual progress reports (updated officers. liaison mailing addresses etc.) are forthcoming from all affiliated clubs. Work on establishing an ongoing relationship with your ACC. Get involved, get active, and your commitment to growth will benefit your club, your community, and the Amateur Radio Service as a whole. Remember, however, that Affiliated Club Coordinators are volunteers. You can make your ACC's job easier by following a few easy steps: (1) Ensure that your club's SSC Renewal Form is completed and sent to ARRL HQ, who will then forward it to your ACC for approval. (2) If a problem occurs within the club, notify your ACC immediately; (3) Send a copy of your club's newsletter to your ACC. He or she would probably enjoy keeping up on your latest club news; (4) Inform HQ and your ACC of any change in club **officers. Headquarters requests that courtesy so we can keep our data base of clubs as up to date as possible. Your ACC will appreciate the same courtesy. Take advantage of this important field resource at your fingertips: The Affiliated Club Coordinator. Tapping this important resource is well worth the time!**

BLUEPRINT FOR SUCCESS

A club's success often depends on having the right "core" people willing to do the work. Key positions include officers and directors, newsletter editor, public information officer and ARRL Liaison. Work toward tilling these positions with people who are interested in and excited about your club and Amateur Radio in general. Your club president has perhaps the most responsibility for the success of your club. In addition to the traditional job of presiding over meetings, your president has some less-obvious responsibilities: to motivate members, instigate planning, delegate responsibility, communicate and follow through! An effective President is really the Captain of your club's ship - coordinating everyone's efforts to ensure that the ship stays on whatever course has been charted. Other important officers are Public Information Officer and Newsletter Editor. One way to maximize your effectiveness is to elect one person in the club to serve as **ARRL Liaison**. A liaison is the person who communicates formally with the rest of the ARRL. He (or she) is responsible for knowing the ARRL HQ inside and out -- your in-house expert on what is available, how to get it, who to contact the first time to get results, and how to bring about those changes your group sees as necessary. Is your club putting on an exhibit at the local shopping mall? Your Liaison will know who to write for materials and suggestions and will have a good idea what to expect. Do you have a licensing class coming up soon? Your crew of instructors can give prospects the specifics and they'll know whom to consult. Do you want a speaker for an upcoming club meeting? Information on assisting a handicapped individual who has expressed an interest in Amateur Radio? Contest summary, dupe and log sheets? **Net Directory?**

[Reciprocal licensing information](#) on Lower Slobovia? With a Liaison officer, you'll only have to turn to the expert at your table.

COMMUNICATING WITH ARRL HQ

For the fastest, most accurate service from Headquarters, you'll need to follow a few simple guidelines.

1) Whenever possible, **communicate by email**. - clubs@arrl.org - Urgent matters over which you have no control may require a telephone call, but email is the most cost-efficient way.

2) If you must telephone, call between 8 AM and 4 PM Eastern time, Monday through Friday.

3) When you call, one of our receptionists will answer. State exactly what you want and you'll be put in touch with the right people. If you preface your request with "Hi, I'm from the Crow's Nest ARC," you may find yourself talking with Club Services even though you have a QST problem. and you'll be "bounced around the building."

4) Always request well **in advance**. Give us a chance to serve you effectively. We try to fulfill your requests on time, but we give no guarantee if you give no lead time!

5) Be **concise**. Lengthy epistles have their place when you are arguing a point, including necessary details, or expressing an opinion. But if you want Field Day logs, simply ask for Field Day Logs.

6) Very helpful is the **SASE** (self- addressed stamped envelope), or at least a self-addressed business-sized envelope.

7) Make sure the outside envelope has a **legible return address** - and put your address after your signature on the correspondence as well.

8) For the very fastest service, send only one request per email. Check the department listing that handles your need <http://www.arrl.org/contact.html>

SSC APPLICATION PROCESS

To apply for SSC status, use our online application at <http://arrl.org/ssc-application> The form is directed to our office and then forwarded to your Division Director, Section Manager and Affiliated Club Coordinator for approval. Upon receipt of approval from all three of them, your Club will be added to our list of SSCs. You will then receive a letter, certificate and 2 stickers, one indicating your SSC start date and the other will serve as a reminder of expiration year, to go on

your certificate. To remain an SSC, your status will need to be reviewed and renewed every 2 years. The SSC renewal application is also available online at <http://arrl.org/ssc-application>. This form is automatically sent to HQ and then forwarded to your ACC or SM for approval. Upon receipt of that approval, the database is updated and you will receive a letter and a new reminder sticker for your certificate.

SSC Council of Small Clubs

In a Council, at least 51% of the Clubs must be affiliated with ARRL.

Renewal Process

Email and postcard reminders are sent out to affiliated-clubs and SSCs twice yearly to remind clubs to update their club status information. Convenient online forms make this easy.

We look forward to a continuing strong relationship with you. Radio clubs are among the most promising resources within the Amateur Radio Service. With your ongoing efforts locally, Amateur Radio will remain the healthy, vital educational tool, public service, and avocation that we know today.

SPECIAL SERVICE CLUB RECOGNITION

At the beginning of a commitment, having successfully achieved SSC status (as determined by the Affiliated Club Coordinator), Headquarters will supply an attractive certificate to the SM, ACC, or some other League official for presentation at a club meeting. If no League official is able to present the certificate, it will be mailed directly to the club contact person. This certificate is a visual representation of our recognition and appreciation for the effort put forth by the club on behalf of the ARRL and Amateur Radio. Special Service Club members can identify themselves with the SSC insignia on their QSLs, stationery, newsletters, T-shirts, and other club material.

Service is the key word. The true measurement of your club's strength and success hinges on the membership. An active, enthusiastic membership will take advantage of all opportunities to grow. Your ARRL Special Service Club Program provides the framework - the foundation on which to build. Your club's commitment to service is rewarded by a club that will be known in its community for quick, effective responses to emergency situations, for caring, innovative Elmering, for putting forth a positive image of Amateur Radio; the list can be as long as you want it to be. Appoint an awards manager(s) to process VHF and UHF awards. This assures safe and quick processing of members' QSL cards and logs.

A. New Ham Development and Training

Objective: Recruit new people into Amateur Radio from your community through a well-coordinated process that involves participation by many of your club's members. The need for growth in the Amateur Radio Service has been discussed at considerable length in many forums. The health of Amateur Radio, if not its very survival, depends on its remaining a vital, active, innovative body of skilled operators in the years to come. Many challenges lie ahead - we will have to justify our privileges again and again as the competition for our frequencies increases. What does that have to do with your being an ARRL Special Service Club? Effective new-ham recruitment depends on local contact, the "shepherding" of interested prospects through a process that goes far beyond sponsoring a class once a year. As a Special Service Club, you, more than anyone else, have expressed the commitment to excellence that is needed for success.

The Process

Effective new-ham recruitment is a process that involves the coordinated efforts of many players. What good does a terrific publicity campaign, mall display, Boy Scout troop demonstration or Senior Center presentation do if a license class isn't scheduled to begin immediately thereafter to field the tidal wave of interest? What good is a Technician class that "graduates" 20 new Technicians only to have ten of them fall by the wayside because no one is there to advise and assist when they have problems getting their first station set up, or encounter TVI problems, or panic at their first QSO? Moreover, what real good is your club doing if new hams become inactive and drop out of Amateur Radio because they don't feel like they belong? To turn these potential failures into successes, you need only ensure that link in the chain is in good shape and ready to perform its part when called upon. An effective new-ham recruitment and retention process involves several distinct steps. The following is but one of many ways to describe the process:

Publicity. Publicize what it's like to be a licensed Amateur Radio operator in your community. Let your neighbors know what you do with ham radio. Be creative and persistent - one-shot campaigns aren't campaigns at all. See publicity on the ARRLWeb. <http://arrl.org/media-and-public-relations>

Tailor the presentation. Target various demographic groups. When explaining to people why they would find Amateur Radio a fascinating hobby, a challenging opportunity for public service and a great way to make new friends, know your audience. The interests and needs of members of a junior high school computer club (how can ham radio make playing with my computer more fun?) are significantly different from those at a Senior Center (how can ham radio help me with my need for safety and security and my need to combat loneliness?), for example. Know your target market and tailor your presentation to their needs.

Personal contact. Invite individuals' participation through personal contact. If you want a healthy Novice/Technician class, go get 'em. When someone expresses interest, find out a little about their reasons and then have the most appropriate member of your club (a peer with similar interests and good people skills) visit in person to explain what it's all about.

Instructor. Train your prospects in what they'll need to know to pass the license exam. Now we're on familiar ground. You probably have instructors waiting in the wings-and ARRL HQ has study manuals, instructor guides and programs to help them do the job well. The one difference in this approach is to make doubly sure that your class begins when your prospects' interest is at its peak. It's discouraging for prospective hams to be interested in February and then tell them they'll be welcomed in the September class. You'll lose them!

Tutor. If you are met with expressions of interest in the off season, assign a club volunteer to tutor the prospects one-on-one. ARRL's **Now You're Talking** is an excellent self-study manual, as well as a classroom text. Most prospects, starting out while they're highly motivated, will breeze through **if they have the phone number or email address of a local ham to call for help with the problem spots.**

Elmer. Once they've passed their license exam, then what? Well, you could have them sit around and wait until the FCC in Gettysburg is able to process and mail their tickets. Or, you could sustain their interest by working with them in setting up their first station and practicing good operating skills and etiquette to prepare them for making their first few contacts. Helping the newcomer over the hurdles in Amateur Radio circles is known as "Elmering." Some Elmers have had immense success in control operating for the soon-to-be licensed; when the new ham's ticket arrives, his excitement and eagerness to get on the air is genuine, and not tainted by a case of the "I don't know if I can do it" nerves. **Retention.** **The objective goes beyond getting the newcomer licensed and through the first few contacts. If our need is quality growth of the Service, then we also must work toward keeping our hams, new as well as experienced, active and involved.** Every ham who "drops off the end of the earth" at license expiration time counters the good work done **to bring a new ham aboard. Thus, part of a Special Service Club's new-ham development program is to make local hams - especially new hams - feel welcome. Moreover, an effective SSC should make every effort to involve them in all club activities. This process of socialization will go smoothly if your club recognizes and accepts its responsibility TO MAKE THE AMATEUR RADIO EXPERIENCE WITHIN THE CLUB FUN.**

Meaningful service. Give new hams an opportunity to use their skills and privileges in meaningful service to the club and the community. Ham radio is fun, but ham radio is also service. In your public service activities, make room for the newcomer - and introduce him to the opportunities that abound in the ARRL Field

Organization as well. Effective new-ham development (recruitment and retention) is a process in which everyone in your SSC can play an important role. Writers, publicists, Webmasters, sign-makers, question answerers, exhibitors, demonstrators, recruiters, instructors, tutors, Elmers, and so on - the opportunities are endless. What is the measure of success?

From this perspective it is no longer the percentage of people who show up for your license class who come out the other end as Technicians or Generals; success is measured in growth, participation and club vitality. It's a challenge to be sure, but one that your club, as a Special Service Club, is equipped to handle. The following activities are ideas that have proven effective in making the process work. Use them as you can to make the process work for you.

Activity: Recruit all types of people into Amateur Radio.

Your club members are diverse people, differing in age, vocation, physical and mental skills - the list could go on indefinitely. Recruits should be thought of in the same fashion. We're interested in challenging youth, those just out of school ready to take on jobs and hobbies, those with hobbies that jell with Amateur Radio such as computing, boating, flying, hiking and, of course, Senior pursuits. Here we'll deal specifically with class recruitment. Class recruitment is most effective when timed to coordinate with the starting date of the class. Once a person's interest is piqued, get him/her into the class within two weeks - sooner would be better. Personal contact increases the chances of getting people into your Amateur Radio class. Make sure to get the telephone number of anyone expressing interest in your class. You can personally invite him/her to attend a class session. Some clubs hold an annual "Guest Night" where every member is asked to think about all of their friends, relatives, neighbors, business acquaintances, and so forth. Make sure invited guests know how to get to the club meeting and are provided with a ride, if they need one. Don't forget to tell them when (date, time) the club meeting begins. Make sure that all who attend are welcomed. Members should introduce themselves to as many guests as possible. Having a guest book to sign which includes address, telephone number, and email address is essential. Evaluate your recruiting efforts. Keep a tally of what works. When an exhibit is sponsored, list the names of the people who sign up and compare this to the names of those who actually join the class. Pass around a questionnaire to class members for their feedback on how they heard of Amateur Radio, what aspect of the hobby interests them the most, and what made them actually telephone for class details.

Activity: Conduct an Amateur Radio demonstration at a local school.

ARRL has exhibit kits available. See <http://arrl.org/publications-online-store> to order. Numerous opportunities for demonstrations other than at schools exist. The following may trigger further brainstorming by club members.

* shopping mall demonstrations

* State Fair exhibits

* Scouting demonstrations

* Senior Center presentations

*local museum demonstrations and exhibits station setup at: Special Olympics, civic parades and town festivals, hot air balloon festivals, antique airplane show, "fun runs," bike-a-thons, dance-a-thons, marathons, hospitals, libraries (receiver only with headphones)

.Activity: Conduct licensing classes.

If your Public Relations efforts are effective, your club will have an endless supply of students for its licensing classes. ARRL Headquarters can provide you with information and guidance on how to turn these prospects into licensed hams. Write to newham@arrl.org

Teaching Disabled Prospective Hams

Teaching disabled prospective hams can be a win-win situation for all concerned. Contact The Courage Handi-Ham System at <http://www.handiham.org/> or 1-866-426-3442 (1-866-handiham)

This group provides resources for study guides and tutoring materials, and information on special adaptive devices to help those with disabilities operate radios. They keep a list of amateurs nationwide who are willing to volunteer help, and can match prospective ham candidates to these volunteers. Other volunteers assist by installing and repairing equipment and antennas. Opening a door to the world for a disabled prospective ham can be a rewarding experience for your Amateur Radio club members.

Trainer Recognition

Clubs should formally recognize members who make a great effort teaching, semester after semester. At the annual dinner a hearty round of applause and a certificate presentation would be appropriate.

Activity: Sponsor periodic Volunteer Examiner exam sessions.

If exams are already scheduled in your area, volunteer your assistance in publicizing the test schedule and providing support for the actual session. Amateurs are upgrading in greater numbers. Provide a place for them to be tested on a regular basis at nearby locations. Conventions and hamfests are



typical affairs where testing is done. Publish the test session schedule regularly in your club bulletin or at your website. Contact vec@arrl.org for assistance.

Activity: Introduce students to your club and its activities.

An important step in a licensing class is to introduce your students to the club and its varied activities. Clubs often give free three-month memberships to students. Outline club benefits and activities with your students. Emphasize that club membership translates into fun and fellowship. Give students an invitation to sign up as Associate Members while not licensed, if your club has such a membership category. A fun-for-all "Technician Class Social" can take the place on a monthly or even annual meeting. This event is usually held at the end of the licensing class so that graduation certificates can be awarded publicly. Students should feel welcomed and should be introduced to all club members. Leave the administrative trivia out of your monthly meetings; the place for the detail of routine business is the Board or Cabinet meeting.

Activity: Encourage new licensees to take part in club activities.

Getting new Technicians to participate in club activities is a great way to help them become and remain active radio amateurs. Invite new licensees to assist with the easier jobs, such as mailing out club bulletins. New hams are eager to help but often are not confident in their abilities, not knowing what is required to accomplish the tasks. Some clubs even have "Junior Directorships" who provide ideas for the club from the neophyte viewpoint. Look over your resources and start asking for volunteers. Here is an "ice breaker" idea your club may wish to try. The idea was submitted to us by Stan Henson, KE49IJM, of the Twin City Amateur Radio Club (IL). "Our club opens its meetings with a self-introduction of everyone by name and call sign. This helps visitors and newcomers and even lets the "old hands" know who's in the back row. Our meetings became even more fun when a "question of the month" was added to get a bit of personal detail from each person. Almost any question can be used, and anyone who wishes to pass may do so. Some questions have been highly successful in pulling out some very interesting stories. "Here are a few of the questions we've used: What bands do you operate? What contests do you participate in? What was your most memorable contact? Describe your last CW contact. Have you built any electronic equipment (kits, antennas, test equipment and even stereo is included)? What memorable radio-related mail have you received, perhaps a QSL card, that first ticket or maybe an OO notice (!)? When were you first licensed? Our introduction time jumped from 5 minutes to 20 minutes when the questions were added, because most of our members enjoy sharing their radio experiences. We've kept it as a regular part of the meeting agenda."

Activity: Sponsor an ongoing "Elmer Program."

New licensees aren't "real" hams until they get on the air and make contacts. If you remember your first few days as a ham, you'll know why having an Elmer makes it easier to become an active one. New licensees should enjoy getting on the air from the start, then stay active. Your club can help by sponsoring an active one-on-one Elmer program. Being an Elmer requires time in exchange for fun and rewards. Your new ham now has equipment, antennas and the first QSO. Don't abandon him at this point. Join other Elmers at club meetings, auctions, flea markets, hamfests and conventions. Arrange for a club talk on operating procedures. At flea markets, tell him the history of that HF transceiver. After his first ten DX QSOs, why not reward the accomplishment with a world map and a list of official DXCC countries? An important key to maintaining interest in any hobby is to have a friend or mentor in the same activity. This is especially true in Amateur Radio, where the number of potential problems is always prevalent, especially for the new ham. Match a club member to each class student or prospective ham who's studying on his own. Keep your new ham operating. Set up a portable QRP station at a park. Work with your club in sponsoring a "Work a New Ham" contest. (Participants attempt to work as many new hams as possible during one evening or weekend.) The first stumbling block for many new hams is deciding what equipment to purchase. If your novice hasn't chosen gear or raised an antenna yet, plan a safari to local electronics stores to check their merchandise. Visit hams in your area to get other opinions on rigs and antennas. Your club can set up an equipment display for new hams to review; or propose that your club purchase used equipment to loan out to them until they can buy their own. Do you remember your first QSO: knotted stomach and sweaty palms? Often just a little encouragement is needed for new hams to overcome any initial nervousness and make their first contact. Help decipher that first nerve-racking QSO or even schedule it with a sympathetic friend for your newbie Technician. After she has completed the first QSO explain QSLing procedures and choosing a QSL card. Frame the first QSL received by your new ham. You also can present her with a First Contact Certificate - available from ARRL HQ or print it from <http://www.arrl.org/FandES/ead/award/certificate/>

If your club has test equipment, assist new hams in troubleshooting their gear before and after meetings; or establish a contest with an award given to the Technician with the most QSLs received from meeting to meeting. The ideas are endless; the creativity in implementing them is your real challenge. New licensees will have many questions during their first few months of operating. Stan Henson, KB9UM of the Twin City ARC (IL) recounts the following:

"At one club meeting a newly-licensed amateur was mentioning some of the problems he had with various aspects of our hobby. In reply to our general comment that almost any club member would be glad to help, he asked, 'Who do I call?' On reflection, it's obvious that newcomers in a club don't know the various club experts who can be consulted when problems arise, and so, the TCARC Elmer List was born. Making such a list available at meetings or via a newsletter, helps new members easily find out whom to call for help, and the club officers

won't catch all of the questions. "The Elmer List is composed of members and their areas of expertise. The categories are topics such as OSCAR, RTTY, packet, license upgrading, club repeater, club dues, club newsletter, vintage radio equipment and present-day equipment by brand name. "Elmering is the friendly, helpful spirit of all amateurs willing to help other amateurs and would-be Amateurs learn and develop the skills pertaining to our hobby. Almost all of us have had one or even several Elmers along our Amateur Radio pathways and they can only be repaid for their generosity by our being generous in turn to those who follow us into the world of Amateur Radio." Recitations of FCC Part 97 certainly won't do the trick; what might is to tell them about a follow-up licensing class and how you or another friendly local ham will give them the test."

Public Relations

Every member of your radio club should be concerned with the image of Amateur Radio in their community. Without good public relations, a radio club simply can't be as effective as it might otherwise be. Moreover, good public relations makes plain, old-fashioned common sense. If you're viewed as a community resource and not as a community nuisance, you're much less likely to encounter problems from any sector.

Your responsibility in this area is crucial, for only you can affect and control the local image of Amateur Radio - it's not something that can be done by a national organization. In general terms, your objective is to improve the visibility of Amateur Radio and your club and promote them as positive forces within your community.

You should work to ensure that Amateur Radio is portrayed as a vital public service (not just a curious hobby) and your club as a community resource.

Visit <http://arrl.org/media-and-public-relations> for solid information on how to make a success of your public relations efforts.

C. Emergency Communications

For the most up-to the-minute information on how your club can hone it's emergency communications readiness, please visit:

[http:// arrl.org/public-service](http://arrl.org/public-service)

Technical Advancement

IMPORTANCE OF THE TECHNICAL

SIDE OF AMATEUR RADIO

Experienced amateurs believe that the technical side of Amateur Radio is important. A competent communicator must be able to tell whether his/her station is working properly and know what to do if it is not. He/she must be able to maintain communications in spite of equipment failures which could take place in times of needed emergency communications. Furthermore, the current Basis and Purpose of the Amateur Radio Service speaks of "... the Amateur's proven ability to contribute to the advancement of the radio art" and of "Expansion of the existing reservoir . . . of trained operators, technicians, and electronics experts." When we consider the increasing need for technically trained people in today's society, the technical side of Amateur Radio takes on even greater importance. Any activity which serves to interest young people in pursuing a technical career is important to our national interests. While the day of major discoveries by an individual working in the basement laboratory seems to be past, amateur experimenters can continue to make important contributions to technology. Amateurs regularly:

- *Adapt and make practical use of new devices and communications techniques.
- *Investigate and perfect new modes of communications.

*Provide a widely distributed, technically competent group of observers of natural phenomena ranging from radio propagation measurements to weather phenomena, radio astronomy, geological monitoring, etc.

There is valid and growing concern about the level of our technological activities and the factors that have brought us to the present situation. Among the deterrents are:

- * The cost of sophisticated test equipment.
- * Finding electronics companies that deal in small quantity purchases of components for technical projects.
- * The inability of many amateurs to perceive the rewards to be derived from experimentation.

WHAT CAN THE CLUB DO TO STIMULATE INTEREST IN TECHNICAL ACTIVITIES?

Although the days are gone where most equipment in an Amateur's station was the product of home construction, the technical side of Amateur Radio is a vital one which must be preserved and encouraged. Clubs should consider programs to:

a. Promote awareness of and Interest in the technical aspect of Amateur Radio.

Begin with the amateur's earliest experiences in the hobby, particularly in licensing classes and at club meetings. Encourage amateurs or would-be amateurs to learn more about how their rigs work and the fundamentals of diagnosing and solving problems. Provide information on setting up a station for efficient operation and determining if it is operating properly. Introduce the specialized modes of communications such as ATV, moonbounce, satellites, and digital and microwave modes. Your local utility company may be a source of technical films. The emphasis at this point should not be on detailed technical information, but to make the new amateur aware of the variety of interesting technical activities within Amateur Radio and the opportunity to gain a good practical background in many phases of modern electronics and communications.

b. Encourage competent club members to apply for the Technical Specialist and Technical Coordinator Field Organization appointments.

The ideal Technical Specialist is a volunteer with years of ham radio experience and a willingness to lend a helping hand to the less experienced hams in the community. TSs are the "General Practitioners" of Amateur Radio. They've strung their share of antennas, soldered a barrellful of connections, run coaxial cable around their QTH and sampled widely from the **menu of ham radio pleasures. TSs are the nice folks with knowing smiles who have seen all the newcomers' problems before.** Of course, some volunteers will have a wealth of experience and knowledge in special areas, expertise derived from technical careers or from long-term amateur experimentation in one aspect or another of Amateur Radio. Such volunteers are certainly welcome, and might best be assigned the role of "Specialist." If a knotty problem arises that the General Practitioner can't handle, it can be referred (most likely through the TC) to the appropriate Specialist. Where are all these potential TS's? Affiliated clubs are full of them! Who qualifies? Anyone who is a League member and who can correctly answer the question, "Will my dipole radiate if I don't strip off the insulation?" How do they become TS's? Visit the description posted at <http://arrrl.org/technology> and contact their SM's or TC's.

Represent ARRL at technical symposiums in industry; serve on CATV advisory committees; advise municipal governments on technical matters. Work with other ARRL officials and appointees when called upon for technical advice, especially in emergency communications situations where technical prowess can mean the difference in getting a communications system up and running. Handle other miscellaneous technically-related tasks assigned by the Technical Coordinator.

c. Sponsor Technical Activities.

Local radio clubs, with guidance from ARRL Section Technical Coordinators, can undertake technical activities. Every amateur can construct a simple technical project, preferably early in the amateur career.

Ideally this would be a part of the initial Amateur Radio class. As a project experiment with familiar circuits, replacing presently used devices with available new ones. Test the effectiveness of various types of cable and connectors at different frequencies. Compare notes on members' antennas, the patterns of what seems to work best on each band, at what height, length of cable, front to back ratios, and so forth. Sponsor symposiums where capable members can present papers.

The club can encourage members to author articles for QST and other ARRL publications such as QEX. Local radio clubs can nurture and support the technical interest of their members in many ways:

1) Sponsor group projects to build and test a piece of equipment. Guidance from the more technically proficient club members will motivate the new amateurs to begin and follow through on such a project. Group purchases of components, mass production of PC boards, **or assembling kits of parts make technical projects simpler.** Assemble and maintain test equipment for use by club members either at a central location or at their own stations. Establish a club library of technical publications and equipment manuals.

Establish a club library or exchange system for computer programs and software related to Amateur Radio. Establish a "PC Board Bank" with PC board masks available for a number of projects and/or a Central facility for fabricating PC boards. Write a step by step manual on PC board-making. Maintain a club station to provide "hands on" experience regarding proper station operation under guidance of the club's **more experienced members.** Encourage a higher level of digital or microwave experimentation and activity. Sponsor a project where station accessories such as antennas or preamplifiers are built, and then take measurements on them and compare designs/results.

Each club should encourage members to form a "Technical Committee" to organize and conduct the above activities. By working with the Section Technical Coordinator, the club reaps the benefits of state-of-the-art technological advancements. To further develop its technical expertise, the club could:

- 1) Develop project designs, especially for use as club projects.
- 2) Provide an information exchange about successful projects which have been designed and undertaken by club members.
- 3) Expand items 1 and 2 to become a "technical projects bank," with a selection of projects available including PC board designs. Advertise this bank as a significant club membership benefit.
- 4) For selected projects, sell circuit boards or even complete parts kits in the absence of satisfactory commercial sources.

d. Encourage members to maintain their own equipment.

Sponsor seminars on equipment maintenance, adjustment and repair (including when not to attempt repairs!) and provide access to required test equipment and technical manuals. Local tune-up clinics, already a popular activity, assist club members in maintaining their VHF/UHF gear.

e. Promote greater involvement in advanced technical activities.

The principal role of the club is to facilitate the exchange of technical information and to provide introductory or tutorial material for those with a developing interest in these technical activities. Provide programs and seminars at club meetings and conventions on advanced technical topics. Encourage members who are working in one of these areas to publish the results of their activities. Certain advanced communications techniques require an FCC Special Temporary Authorization (STA). Foster technical experimentation by providing information on how to obtain an STA.

f. Foster cooperative programs with specialist

groups.

The amateur satellite program is a good example of where support of a selected technical area can yield big dividends. Thousands of amateurs have experienced the thrill of space communications and provided new educational applications for Amateur Radio. But the impact of the satellite program is much greater than is suggested by the percentage of amateurs who have actually used the satellites. The returns in terms of publicity for Amateur Radio and recognition by the technical community around the world have been significant.

Operating Activities

Amateur Radio is fundamentally an on-the-air activity. Operating is the name of the game. And while operating and all it entails is very often an individual activity, many opportunities exist where a group of hams, working together, can get more out of the time they spend at the mike or key. Individuals' skills vary from activity to activity and from person to person, generally as a function of experience. If your club is like most others, you have your share of "Old-Timers" who boast years of experience doing what newcomers are just now learning to do.

Sponsor a Local Interference Committee

Sponsor a Local Interference Committee to resolve deliberate interference problems and to encourage high operating standards. Talk to your SM to learn more about LICs, the Amateur Auxiliary, and the Official Observer Program.



Participate in Organized Operating Activities.

Participate as a club in Field Day and at least one other major ARRL operating activity such as the SET, Sweepstakes or DX Contest. Be sure to submit entries on time so that your club is properly credited as a full participant in the club category and everyone's efforts are recognized.

Teach New Hams Operating Etiquette. Encourage "operating etiquette" with new and aspiring hams. Develop a program to contact new hams in your club's area and offer "at-the-rig" assistance by an experienced Elmer. Such a program not only gets newcomers started on the right foot, but also is a good way of finding new club members.

Sponsor a Repeater. This goes **beyond the mere "procure and maintain" syndrome. As a Special Service Club, you'll want to use your repeater to help your club and serve your community. Once the repeater is up and running, actively promote its use for public service training and emergencies, club get-to-gethers, code practice, and for any** community service you can think of. Remember that sponsoring a repeater is not an end in itself. The repeater is a tool to operating Activities" category of the Special Service Club program is where your club can tap that wealth of expertise to bring your less experienced members up to speed. What are your club's particular operating interests? Contesting? Traffic handling? Repeaters? Packet radio? Field Day? Awards chasing? DXing? Fox hunting? Undertake one or more of the following operating or operating support activities in the year ahead. Or, in cooperation with your ACC, substitute one or more equivalent activities.

Sponsor a Traffic Net. Or have club members participate in your ARRL Section's existing nets, or serve as NTS Liaisons clearing NTS Packet Bulletin Board Systems.

Conduct Traffic Net Training. A well-run Slow Speed Net is not only a joy to behold, it is also one of the best ways of developing on-the-air code ability and confidence. But the training net need not be on CW. A periodic phone tutorial during which non-traffic-handlers are shown the ropes is also a beneficial activity.

Appoint VHF and HF Awards Managers. Appoint a VHF Awards Manager to process VHF/UHF Century Club Awards, and appoint an HF Awards Manager to process Worked All States and 5-Band WAS Awards.

Manage a QSL Bureau. Volunteer to help your existing area bureau. Though not exactly in the category of on-the-air operating, managing a QSL bureau makes a lot of other activities (awards chasing and DXing, for example) possible and satisfying. It takes a very special club indeed to willingly take on the role of



"unsung hero" and manage a QSL bureau. To keep the cards moving, be prepared to invest many hours.

1. Sponsor a Local Interference Committee

Sponsor a Local Interference Committee to resolve deliberate interference problems and to encourage high operating standards. Interference problems generated on VHF or UHF repeaters are primarily problems requiring local resolution. This kind of problem varies from non-existent in some parts of the country to extremely serious in others. The Amateur Auxiliary to the FCC's Field Operations Bureau has a mechanism which is ready-made for Special Service Clubs to sink their teeth into: The Local Interference Committee. Many clubs and repeater groups have successfully established LICs - some employing very sophisticated methods. The Amateur Auxiliary incorporates this program of LICs into its comprehensive program of dealing with all types of amateur variations within the regulations. Since the ARRL Field Organization is the focus of Amateur Auxiliary involvement, as recognized by agreement with the FCC, the Local Interference Committee now comes within the purview of the Section Manager's overall Amateur Auxiliary program. The LIC gains official standing through the SM. Contact your local Section Manager to learn more about the Amateur Auxiliary, LICs, and the Official Observer Program.

2. Participate in Organized Operating Activities

Participate **as a club** in Field Day and at least one other ARRL operating activity; submit logs as appropriate.

FIELD DAY FOR EVERYONE

Every member can give something towards the club's FD effort, be it the loan of a piece of gear, time to load and deliver supplies to the Field Day site, or whatever. The important thing is to get every member of your Amateur Radio club involved in FD as a club project. It makes Field Day more enjoyable and raises the club's spirit to new heights. If your club has mounted a successful Field Day effort in the past, you've probably got the act down pat. If you've never experienced Field Day before, it's like everything you've ever done in Amateur Radio and like nothing you've ever done in Amateur Radio. It's not really all that complicated. But to ensure that your Field Day is fun for all, start planning early. Mark the fourth full weekend in June on your activity calendar. Read the Field Day rules, which are printed every year in the May issue of QST (the FD rules usually change very little from year to year) and appear on *ARRL Web* at <http://arrl.org/contests> So if you want to get an early start, take a look at last year's rules. Send an email to contests@arrl.org



Determine your club's goals and capabilities - then give it a go. It doesn't matter whether your club undertakes a Field Day operation as an emergency preparedness exercise, as a full-blown contest weekend, a public relations campaign highly visible to the non-ham populace, or simply as a fun club outing. The enjoyment, experience, and feeling of accomplishment that each individual member as well as the club as a whole receives will be well worth the effort. From the initial planning, through setup, operation, and final disassembly of your club's Field Day station, there are endless opportunities to utilize the varied talents and interests of each club member. Those organized, "take-charge" types are invaluable in the planning stages to get the club's FD rolling. Technical types can whip up the antennas and any specialized equipment that may be required. Hams often have unused antennas and equipment sitting around that can be brought to the site. The club's "contest freak" is equipped, through experience, to handle paperwork (including submission of the club's FD entry to League HQ). and to give club members tips on operating techniques. The club's camping enthusiast might be able to handle station shelters and sleeping arrangements. A talented photographer's work can be enjoyed at future club meetings long after Field Day is past. At any weekend outing, and especially during a hectic Field Day weekend, who is more popular than an individual who has a way with the hibachi and campstove? Hamburgers and hot dogs always seem to taste better when eaten while listening to the sound of a smoothly running generator and within sight of thousands of gracefully swarming insects. The club's Secretary and your Public Relations Chairperson can coordinate the FD publicity through the local news media.

A "welcoming committee" can be formed to provide guides to explain FD operations to visitors, paying special attention, of course, to those who express an interest in becoming licensed. Brochures can be procured from HQ to hand out. However your club chooses to approach Field Day, you'll find that each and every member has some hidden talent that can contribute to a truly memorable time. Remember your club members' husbands, wives and harmonics! Or your local Scout troop or Explorer Post . . . or computer club . . . or church youth group . . . or school radio club . . .

3. Teach New Hams Operating Etiquette

ON THE AIR IN STYLE!

The thousands of hams a newcomer joins on the air will be grateful that you, as an "Operating Skills" Elmer, took the time to familiarize your new ham with good operating techniques. (The *ARRL Operating Manual* gives comprehensive training in most facets of ham operating.) A few hours spent reviewing and rehearsing good operating skills will quickly catapult new hams to proficient

operators. Even if they aren't yet equipped to put a signal on the air, they'll benefit from coupling simple wire antennas to their receivers and listening to other operators in QSO. When working with newcomers, help them to analyze the different types of operators they hear. Point out good operating habits and show your new licensee how to incorporate them into his or her own style. Teach them that a little common sense goes a long way in deciding what is and what isn't good operating practice. Whenever you work with a new ham in the shack, point out that skillful operating will make him very popular on the air. Listen to different operators and point out the good and bad points of each operator's style. Teach your new ham to:

-Listen before asking if the frequency is busy.

-Send "QRL?" (Is this frequency in use?) before calling CQ, and listen for an answer.

-Keep his/her sending speed consistent with copying ability -it's poor practice to send faster than you can receive.

-Send short CQs and listen between each.

-Avoid unnecessary repetition of QSO information.

-Avoid sending call signs more often than necessary during QSOs.

-Learn the correct CW procedures.

-Be courteous.

With your help in preparing them for their first sojourn into the ether, new hams will be successful from the beginning.

4. Sponsor A Repeater

Whether you're walking, mobiling or sitting in the shack, ham radio can be operated everywhere and it's FM repeaters that make it all possible. FM repeater operating is probably the most popular mode of communications in Amateur Radio today, and there seems to be no end to its growth, especially with the advent of the new no-code license.

Today, nearly every active ham has a transceiver for repeater operation in either the shack or vehicle. Many folks who thought of themselves as strictly low-band operators have found that they can extend their low-band interests up to the VHF bands. And there they join the VHFers who knew where the action was all of the time. So, there is quite a cross-section of hams on our repeaters today. Repeaters are expensive to build and maintain. Each repeater club has specific

needs, and the financing program will have to be tailored to each situation. Some guidelines are presented here. If the standing-committee system is employed, a finance committee is certainly desired. This group should consist of the club treasurer as well as a member or two from the technical committee. This group of Amateurs is charged with the responsibility for accurately estimating the cost to operate the repeater and accessories, along with other incidentals, such as insurance, license fees, telephone service, rent, routine maintenance, and possible equipment updating. It is necessary to determine at the outset how the club is to acquire the revenue to pay the bills. **If the number of club members is high, and the cost of repeater operation is reasonable, each member may be charged (in terms of dues) an equal share of the duty. Any additional funds raised by increased membership can be applied to the following year cost estimate (for a reduction in dues) or can be held in escrow for emergencies.** If the dues program is broken down into a quarterly plan, the finance committee can make adjustments in dues according to an updated plan developed during the operating season. The most important point here is that all members should pay an equal share, and that the amount of the dues should not exceed what most members are willing to pay. On the other hand, there is no reason the treasurer should pay out-of-pocket for bills which the club treasury is not prepared to cover. There is always some question as to the amount of dues that should be collected. A large treasury is not necessary. Proper planning of repeater finances will allow the treasury to break even at the end of the year. If the treasury falls short, services of the repeater are compromised (or someone is paying out of their pocket!). If there is an overflow (allowing for small reserve) members may have been overcharged during the year and objections (along with discontent) may be voiced. Nonpaying members must be dealt with in a very diplomatic manner. The easier way to handle this facet of club operation is to insert specific rules about dues in the by-laws and make provisions for action against members who become too far delinquent. The costs for running a repeater can run into the hundreds and perhaps as much as a thousand dollars per year. If the membership is somewhat limited, the donation per member can get substantial. In some cases, fundraising events to help bolster the treasury are helpful. Any club officer with imagination can develop several ways of generating funds. Auctions, prize drawings, donations, and social affairs - all can be used as a method for providing supporting income. For many amateurs, taking a "chance" on a door prize, or attending a social affair run by the club is a much better expenditure than just paying out dues money for which there is no immediate or direct benefit.

Miscellaneous Activities

Objective: Establish on-going programs or activity in at *least three* of the following areas or propose suitable substitutes. Participation in these activities will strengthen club unity by encouraging all club members to pool their talents and abilities toward an attainable goal.

- *Organize an effort to have liaison, as required, with local government.
- *Maintain a permanent club address (such as a P.O. Box), email or web site, and telephone directory listing for inquiries and referrals to establish a local ARRL and Amateur Radio "presence."
- * Disseminate ARRL bulletins to club members regularly.
- * Assume responsibility for administering specific annual projects such as a Field Day slide show.
- *Create club technical/tutorial multimedia projects that can be adopted by other clubs into their programs of "continuing education."
- *Work with local educators to get Amateur Radio into the local schools, either as an extra-curricular club activity or as an official part of the science curriculum; help set up a school station and follow through over the years.
- *Publish a club newsletter and send copies to your Division Director, Section Manager, Affiliated Club Coordinator and HQ.
- *Sponsor an academic scholarship.
- *Sponsor a "construction night" at least once a year.
- *Hold monthly meetings.
- *Ensure your club's representation at Director-called "League Official" meetings.
- *Chronicle your club's history.
- *Make an effort to show your community what Amateur Radio is all about, emphasizing the public service aspects.
- *Participate in an active Big Brother/Sister program.
- *Conduct a demonstration of Amateur Radio in a local school or youth group.
- *Provide a pool of merit badge counselors for the BSA Radio Merit Badge.
- *Host a local Scout troop for the ["Jamboree-on-the-Air" in October](#).
- *Nominate an individual or group for ARRL awards.
- *Provide technical assistance to those who are unable to do certain tasks, such as assist those older or physically disabled hams who cannot do antenna work.

*Hold an open-house/guest night once per year where everyone must bring a prospective ham to the meeting.

*Produce and update as necessary a brochure on what Amateur Radio is in your club's particular locale.