

Dear Friends.

Over the past two years, the Board of Directors has conducted a thorough review of every facet of our operation and implemented dozens of process improvements and staff changes to maximize efficiency. Though many positive changes were made, they were not enough to counteract the effects of a pandemic. The past year has been hard on everyone, the NAWCC included. The Association's income is down and costs are up. We've struggled with a Museum that's mostly been closed, a facility that desperately needed a new roof, a Library & Research Center that needed a major fire prevention upgrade, Regional and National meetings that had to be canceled, and several other unexpected expenses.

In this year's fiscal budget meeting in March, the Board of Directors passed an increase, and a plan was also initiated to make very small annual dues adjustments commensurate with inflation, instead of having larger catch-up increases every 3 to 5 years, as has been done in the past. We know that we can't balance our budget on a dues increase alone. However, we believe that these incremental changes will dramatically improve both our short-term and longer-term planning. We will be able to produce more accurate 3-, 5-, and even 10-year projections needed for planning larger events, building education programs, replacing equipment before they fail, and providing services to you.

The team at Headquarters will continue to implement smart and effective efficiency measures and do everything possible to achieve a balanced budget every year. We are following the ramifications of the pandemic closely, and the current plan is to implement the following increase in membership dues on June 1:

	Digital	Print	Print Int'l
Special 1st Time Membership	\$52	\$66	\$86
Individual Membership	\$94	\$108*	\$128
Associate Membership (Digital Only)	\$30	n/a	n/a
Student/Youth/Legacy Membership	\$30	\$44	\$64

^{*}Note: First Class Mail (Mart & Highlights Only) option: \$116

Several new membership options were created over the past several years to appeal to those with differing needs and incomes. If you have questions, please contact Member Services at 717.684.8261, ext. 210. If you prefer, feel free to contact any member of the Board of Directors by e-mail. Our names and e-mail addresses are on the inside front cover of every copy of the *Watch & Clock Bulletin*.

Thank you for your continued support! We look forward to seeing you soon at one of the upcoming Local, Regional, and National events.

Sincerely,

NAWCC Board of Directors