International AOC 2014 SNAP SHOT

Submitted by Mike Dolim, Executive Director

17 December 2014

Introduction:

Significant 2014 AOC accomplishments are outlined below. They are numerous and indicative of an active and financially solid program. A key to 2014 overall success is the outstanding leadership contributions made by President Wayne Shaw. With great disappointment and concern, AOC received news on July 24, 2014 that Wayne suffered an unexpected physical incapacitation and had to be taken by ambulance to the hospital where he was admitted. As of December 17, 2014, Wayne is recovering in a long-term medical care facility.

Prior to July 24, Wayne worked tirelessly supporting many AOC events and activities including attending:

- Greater LA Chapter meeting - December 18 (2013)

- Dixie Crow Chapter - March 25-26

- 43rd Collaborative EW Conference, Pt. Mugu - April 8-10

- Peachtree Roost - April 28

- EW Europe Conference - May 13-15

- Region 1 Chapter Presidents meeting - May 13 in Edinburgh

- Kittyhawk Week - June 3

- Palmetto Roost - June 5

In addition, Wayne was the moderator for webinars, continued the chapter president's webex meetings, and wrote the President's JED columns. Also, as AOC President, he authored the preface/forward for a book on Electronic Warfare intended for young audiences entitled "Crow vs. Crow."   The book is authored by Lafayette Chapter members Olivier Terrien and Jerome Muguet and published in both French and English translations.

Ken Israel assumed AOC Presidency on August 6 due to Wayne's incapacitation. Ken said "Wayne has a long recovery period and will not be in a position to execute his AOC duties for an undetermined period of time." Action was take in accord with AOC Bylaws, Section 4.03 which states "The President-Elect shall carry the title of Vice President....As Vice President, the President-Elect shall assist the President in the discharge of his/her duties and in his/her absence or incapacitation, act as President."

Ken continued with Wayne's program of projecting AOC leadership at chapter meetings and events. He attended:

- Australian Old Crows Chapter Conference, Adelaide - August 19-21

- Modern Threats: Surface-to-Air Missile Systems Conference, Huntsville, AL - September 3-5

- 6th Annual EW Capability, Gaps and Enabling Technologies Conference, Crane, IN - November 18-21

Constitution

The AOC mission statement was changed through the Constitution amendment process. Specifically, Article II. Mission, Aims and Purposes, Section 2.01 was approved by membership and adopted in August 2014. The new Section 2.01 is below.

"The Association of Old Crows is an organization for individuals who have common interests in Electronic Warfare, Electromagnetic Spectrum Management Operations, Cyber Electromagnetic Activities, Information Operations, and other information related capabilities. The Association of Old Crows provides a means of connecting members and organizations nationally and internationally across government, defense, industry and academia to promote the exchange of ideas and information and provides a platform to recognize advances and contributions in these fields."

The new mission statement also appears in the updated Bylaws in Section 1.02 Mission, Aims and Purposes.

Governance – AOC Operations Manual

An administrative review of all (22 total) OpMans in the AOC Operations Manual was started in October 2014 by Mike Dolim. OpMan 11 - Purpose and Responsibilities, Section 5. Operations, Paragraph D states "The AOC Executive Director is empowered to format and organize the AOC Operations Manual and to edit included documents for the purpose of clarity or grammar which do not alter the meaning, spirit or intent of the Board of Directors. Moreover, the Executive Director shall conduct an annual administrative review of all OpMans and note such review by applying a completion (effective) date." The review is being conducted under OpMan guidance, which includes "The Governance Committee will ensue OpMan content compliance as directed by the AOC Board of Directors guidance on an annual basis as well."

As of December 17, 2014, 11 OpMans have received appropriate administrative review and are complete. Review is underway on two (2) additional OpMans and nine (9) will remain untouched or will be significantly changed – any changes beyond administrative requires Board action/approval (see tables below). Completion of the administrative review is planned for the first quarter of 2015.

OpMan – Completed = 11	Effective
11 – Purpose and Responsibilities (Watters)	Nov 14, 2014
12 – Constitution (BoD)	Aug 27, 2014
13 – Bylaws (BoD)	Aug 27, 2014
16 – Meeting Minutes (Greenier)	Nov 7, 2014
17 – Board / Chapter Operations (Dolim)	Oct 29, 2014
21 – Financial Management (Koesters)	Nov 4, 2014

22 – Reserve Policy (Koesters)	Dec 1, 2014
23 – Travel and Expense Reimbursement (Koesters)	July 23, 2014
35 – Audit and Inspection (Hinkley)	Jan 23, 2014
51 – Conducting Classified Events (Harm)	Mar 20, 2014
91 – Employee Handbook (Dolim)	Nov 5, 2014

OpMans - Ongoing = 2	Effective
24 – Records Retention (Koesters)	Oct 17, 2004
25 – Anti-Trust Compliance Policy (Koesters)	Oct 17, 2004

OpMans – No changes planned = 5	Effective
15 – Code of Ethics (Hinkley)	June 1, 2009
71 – Membership Growth Incentive Program – Individuals (Fruge-Cirilli)	Feb 21, 2013
72 – Annual Chapter Recognition Program (Fruge-Cirilli)	Apr 29, 2014
73 – Publishing Chapter Events in the JED / eCrow (Fruge-Cirilli)	Oct 31, 2013
74 – Establishing, Maintaining and Closing AOC Chapetrs (Fruge-Cirilli)	Oct 31, 2013

OpMans – BoD Action / Ongoing = 4	Effective
14 - AOC Strategic Plan (Hime)	Nov 12, 2011
31 - Awards Program (Carlson)	Nov 12, 2014
32 - Nomination and Election Committee (Hime / Roberts)	Apr 30, 2014
41 - Conference Preparations (Schallheim)	No Date

Financial Status

A very positive financial outcome is anticipated in 2014, including an estimated $354k net surplus. This follows on the almost $500k turnaround between 2012 and 2013 (2012 impacted by sequestration and Federal travel restrictions). Actions taken in 2013 resulted in the first surplus in two years, and the same fiscal restraint approach continued in 2014 resulting in a healthy surplus (see comparison table below).

	2011	2012	2013	2014 Projected
Revenue	$3,392,466	$3,217,415	$2,477,071	~ $2,943,468
Expenses	$3,550,770	$3,653,359	$2,417488	~ $2,589,399
Income (loss) from operations	-$158,304	-$435,944	$59,583	~ $354,069

Building Maintenance and Software Upgrades

Included in the 2014 net surplus are items the Board approved in October designated for AOC building repairs/ maintenance, computer upgrades (staff workstations) and software upgrades (AOC website Ecommerce features). A total of $170k for these items was set aside.

Financial Reporting

Significant progress was made toward clearing issues in the 2013 audit management letter and the AOC budget format was restructured to align with the audit report format. In addition, the accounting policy and procedure manual was revised to reflect current practices.

Reserve Fund

Based on the realized 2013 surplus and the anticipated 2014 surplus, the AOC transferred $100,000 to the reserve fund in July 2014. This is the first "re-funding" of the reserve fund in five (5) years. It is also important to note that the last withdrawals from the reserve fund occurred in 2013. The reserve fund balance as of December 3, 2014 is $967,729, up from $862,303 on July 22, 2014.

AOC Building

Building Improvements

A "building maintenance" program was implemented in 2014 to ensure that many "deferred maintenance" issues in the headquarters building will receive attention, as well as to install an ongoing program to avoid such future issues. Two projects started in 2014 include: 1) window caulking and facade repairs; and 2) garage ceiling replacement.

AOC Tenant Lease

The tenant (SBG Technology Solution) extended the base lease until April 2016. In addition, a lease addendum signed in November 2013 for additional space on 2nd floor yielded an additional $32,956 revenue in 2014. To accommodate the additional lease space, the staff consolidated AOC offices and storage on the 2nd floor.

AOC Staff

The staff is currently composed of 6 employees (5 full-time and 1 part-time). This is down one (1) full-time position from 2013. Lauren Stewart (Logistics Manager) resigned in December 2013 and her position was kept vacant throughout 2014. However, during the year because of a significant increase in

conferences, it became necessary to engage additional help. In March, Christine Armstrong was added as a part-time, 1099 contractor to assist Shelley Frost with conference and symposium planning and logistics

The current staff is augmented by two (2) contract/service positions (Dawn and Ciara) and (4) consultants (see table below).

Staff	Title/*Service*
Mike Dolim	Executive Director
Ken Miller	*Advocacy*
John Clifford	*Global Programs*
Tony Ramos	Facility Security Officer (FSO)
Shelley Frost	Deputy Executive Director, Meeting Logistics
Stew Taylor	*Convention Exhibit Sales and Sponsorships*
Christine Armstrong	*Logistics Manager*
Glorianne O'Neilin	Director of Membership Operations
Dawn Miller	Chapter Support Manager
Ciara Maye	Membership Assistant
Brock Sheets	Director of Marketing and Communications
Bridget Whyde	Marketing and Communication Manager

To accommodate changes in workloads and increase efficiency, the following actions were taken in 2014:

- Shelley Frost assigned as staff lead for handling all aspects of conference planning and logistics

- Mike Dolim assumed staff lead for Advocacy and primary contact for Ken Miller (change provides Brock Sheets with more time to expand the webinar virtual series)

- Bridget Whyde assigned administration of professional development course and new LIVE online Webcourses (change allows Mike Dolim more time for overall duties)

The BoD rewarded the staff for its performance in 2013 by providing salary increases (approved on December 4, 2013 and effective in 2014 - first increases since 2011) and year-end bonuses.

In addition, Mike Dolim was elected by the Board in October 2014 to serve as Executive Director (held "Acting" position since March 2013).

A search for a US Centric Outreach Consultant was initiated in October 2014 with a two-page advertisement in the JED and similar information in LinkedIn. The Outreach Consultant will expand government and industry relations, as well as serve as staff Subject Matter Expert (SME).

Outside contractor services continued in 2014 with: 1) website support by 3by400 (replaced OGO Sense in June 2014); 2) Information Technology services by TSI, and bookkeeping& accounting by Consultance Accounting Services.

Advocacy

Ken Miller continued advocacy efforts in 2014 which built upon 2013 efforts. In April 2013, Ken was directed to revitalize AOC's relationship with the EW Working Group (EWWG) and establish the AOC as information source. An active 2014 program coordinated by Robert Elder, Ken Miller and Mike Dolim included:

- January - Congressional outreach in support of EWWG

- February - Industry Executive Roundtable with EW Working Group

- May and July - Chapter Advocacy Training Webinars

- August - DoD Outreach - Tobyhanna Army Depot, NAS Pax River, and Army EW Division

- August – Sept - Industry Outreach - BAE Systems, Boeing, Exelis, NGC, LMCO, Raytheon and Keysight

- September - AOC Leadership Council Meeting #1

- October - Release Issue Briefs on EW Program Priorities (see AOC website homepage "Quick Links")

- October - AOC Symposium- International Symposium Panel on EW Opportunities

- November – Release of JED Digest for Hill staffers

Also, at the October 2014 Board meetings, 2015 advocacy objectives and priorities areas were released which include:

2015 Objective

Message: The US is losing control of the EMS to our adversaries, both operationally and tactically. Need for EW to be a major national security objective. There are many challenges that require AOC advocacy and government relations to be strategic and persistent (Sequestration, fragmented Service plans for EW, political climate, etc.).

Priority Issue Areas

- EW Investment / Program Funding in Defense Budget

- Acquisition Reform

- Export Control Reform

- Spectrum Strategy and Management

- EW Training and Threat Simulation Capabilities

Public Relations

AOC supported a growing number of public relations requests in 2014, including;

- AOC asked to provide SME for an interview on "The Future of Electronic Warfare" produced by Government Matters television - Past President Robert Elder was interviewed as a representative of AOC

- AOC was a co-sponsor at the "8th Annual Asymmetric Conference – Cyber, Electronic Warfare and Infrastructure Strategies for National Security" hosted by CACI International - President Ken Israel was a panel chair and featured speaker

- AOC contacted by production company (Red Rock Films) to support documentary program produced for the Smithsonian Channel - Program will be part of the "Air Warriors" series - Mainly feature EA-6B Prowler and EA-18G Growler

Membership

Overall membership numbers continue to stay constant – with normal variations (see table below). AOC continues to offer special membership dues incentives such as student memberships and one-year memberships tied to certain AOC events/activities. Also, support is provided for chapter membership drives.

Membership	October 2013	December 2014
US	10,925	10,726
International	2,075	2,261
Total	13,000	12,987
Industry	211	200

Chapter D&O Insurance Proposal

A requested by the Palmetto chapter (Rich Nelson) was made to offer chapter access to Directors and Officers (D&O) insurance. The request was thoroughly explored which includes: 1) AOC obtained legal review of current headquarters/chapter operations and insurance needs; 2) legal counsel prepare an insurance requirements proposal, and 3) the proposal was submit to current insurance carrier/agent. Subsequently, AOC received a preliminary agreement with Great American Insurance Company that included stipulations: 1) a minimum of 15 chapters are needed to implement the insurance; 2) annual cost per AOC chapter is $400; and a chapter must be an incorporated entity under United States laws to be eligible for the insurance. The availability of the D&O insurance was announced June 6, 2014 with $400 chapter cost. Responses are: one (1) yes and six (6) no. After discussion by the Board, a modification was made in price, and a second announced was made on August 13, August 15 and September 2, 2014 with $200 chapter cost. Responses to the second announcement are seven (7) yes and 17 no. Any further action is currently on hold.

Upgrades to AOC Website Ecommerce Features

A project to enhance the Ecommerce features on the AOC website was initiated in October 2014. Funding for the project is provided in the 2014 budget (part of $170k added at October Board meeting). The upgrades will focus on membership renewal, event registration and AOC store to improve user satisfaction. Also, a major improvement will be the new ability (for the first time) to print receipts directly from the AOC website.

Conferences

A "revitalized" program of five (5) conferences was supported in 2014. The number of conferences held during the past three (3) years ranges from nine (9) in 2012 to five (5) in 2014 (see table below).   Please note that only one (1) conference was held in 2013.

Name of Conference	2014	2013	2012
Collaborative EW Symposium Pt Mugu CA	April 8-10 474 attendees	n/a	Jan 24-26 388 attendees
EW/Cyber Convergence Charleston SC	June 3-5 163 attendees	n/a	June 5-7 143 attendees
Modern Threats: SAMs Huntsville AL	Sept 3-5 325 attendees	n/a	June 19-21 204 attendees
PACOM	Oct 21-23 130 attendees	Oct 22-24 150 attendees	Oct 16-18 139 attendees
Capability Gaps and Enabling Technologies Crane IN	Nov 18-21 215 attendees as of Nov 12	n/a	May 8-10 346 attendees
Spectrum Superiority; Critical Enabler to Century Warfare Las Vegas NV	n/a	n/a	April 3-5 110 attendees
ACIN: Legislative Initiatives for Small Business Integration Camden NJ	n/a	n/a	May 1-2 45 attendees
EMS Engineering and Acquisition Dahlgren VA	n/a	n/a	July 17-19 111 attendees
Land EW Conference Quantico VA	n/a	n/a	Dec 11-13 213 attendees

 It is anticipated that there will be 5 to 7 conferences in 2015.

Global Conferences

AOC conducted two (2) very profitable and successful global conferences in 2014 providing $207,571 revenue. Revenue has increased each year since launching Global conferences in 2012 under John Clifford's direction (see table below). Please note that revenue in 2012 should have included another $50,000 if Shephard Conferences and Exhibits had not declared bankruptcy. In 2014, the AOC received a one-time $8,295 payment from the Shephard liquidation. Conference partners in 2014 are Tangent Link and Clarion.

Event	2012 Location	2012 $	2013 Location	2013 $	2014 Location	2014 $
AOC Pavilion DESI			London	$1,400		
EW Saudi Arabia			KSA (Nov 10-11)	$34,153		
EW Brazil						
EW Asia	KL, Malaysia (Nov 27-28)	$17,417			KL, Malaysia (Mar 10-11)	$65,055
EW Europe	Rome (May 10-11)	*$0	Cologne (May 28-30)	$77,757	Edinburgh (May 13-15	$142,516
Total		$17,417		$113,310		$207,571

*Note: Shephard bankruptcy

2015 Global Conference Plans

The preliminary 2015 schedule includes; 1) EW Brazil, April 14-17 in Rio de Janeiro; and EW Europe, May 26-28 in Stockholm, Sweden

Virtual Conferences

Virtual conferences were launched in 2013 with 10 webinars and expanded to 15 in 2014. The webinars continued to draw attention from both AOC members and non-members (see tables below). The webinar platform was moved to Adobe Connect in 2014 which provides greater access to military networks as well as increased functionality. It is important to note that Adobe connect is used for AOC Board meetings and Webcourses.

Webinar sponsorship revenues also expanded in 2014 to $113,425 ($64,000 in 2013) due to the great sponsor support from companies such as Rohde & Schwartz, Raytheon, Agilent / Keysight Technologies, and National Instruments.

Date	Topic – Presenter	Attend	Sponsor(s)
March 6	Antenna Technology: A Pointed Conversation - Maik Reckeweg	223	Platinum – Rohde & Schwartz
March 18	SIGNT Unlocked – Bob Lindseth	269	Gold – Raytheon Gold – Rhode & Schwartz
April 3	DRFM for Dummies – David Garcher	406	Gold – Raytheon Gold – Rhode & Schwartz
April 17	Army EW Division: Cyber Electromagnetic Activities (CEMA) – Jim Ekvall	228	None

Date	Topic	Attend	Sponsor(s)
May 1	Barrage vs, False Target vs. Precision Jamming Techniques – Don Sedor	257	None
May 14	AOC Advocacy Training #1 – Ken Miller	90	Advocacy Sponsor - Raytheon
June 16	Understanding Phased Arrays – Warren du Plessis	384	Platinum – Agilent Gold – Raytheon Gold – National Instruments
July 16	AOC Advocacy Training #2 – Ken Miller	39	Advocacy Sponsor - Raytheon

Date	Topic	Attend	Sponsor(s)
July 22	Unlocking the Mysteries of Radar – Fernando Gonzalez	220	Gold – Raytheon Gold - National Instruments Gold – Rohde Schwartz
Aug 7	Developing Cost Effective Simulation Solutions for EW Systems – John Hansen	115	Platinum – Keysight (Agilent)
Aug 21	The 3 Pillars of EW: Part 1 – Electronic Attack – Joe Hulsey	215	Gold – Raytheon Gold – Rohde & Schwartz
Sept 4	The 3 Pillars of EW: Part 2 – Electronic Support – Muddy Watters	170	Gold – Rohde & Schwartz Gold – National Instruments
Sept 18	The 3 Pillars of EW ; Part 3 – Electronic Protection – Robin Vanderberry	134	Gold – Rohde & Schwartz
Oct 30	Cross-Eye Jamming – Warren du Plessis		Platinum: Keysight
Dec 11	Enhancing Network Security: Using 'Learning-From-Signals' and Fractional Transform Based RF-DNA Fingerprints -		Gold – National Instruments

Current 2015 planning includes 15 webinars.

Professional Development

The number of courses and students attending in 2014 exceed the 2013 totals (see table below).

	2014	2013	2012	2011
Courses	14	4	17	13
Students	227	128	274	

A new instructor (Dr. Pat Ford) and new courses were added to augment legacy instructors (Adamy and Wiley). In addition, the first online Webcourse was introduced on Feb 26, 2014 followed by two more Webcourses in 2014. They are:

- "Electromagnetic Battle Management (EMBM) concepts" by Lynn Berg

- "Introduction to UAS" by Dr. Pat Ford

- "Propagation Theory of EW" by Dave Adamy

The Webcourses respond to requests for web based training which does not require travel funds. There are plans to expand the Webcourse schedule in 2015.

A complete list of 2015 courses is provided below.

Month	Course	Instructor	Location	Note
Jan 23-24	Survey of Electromagnetic Battle Management (EMBM) Concepts	Lynn Berg	AOC	Canceled
Feb 11-14	Introduction to Radar and EW	Dick Wiley	AOC	19 Attendees
Feb 26	Electromagnetic Battle Management Concepts	Lynn Berg	Webcast	49 Attendees
Mar 11-14	Essentials of 21st Century EW	Lynn Berg	AOC	Canceled
Apr 8-11	Fundamental Principles of EW	Dave Adamy	AOC	17 Attendees
May 6-7	Survey of Electromagnetic Battle Management (EMBM) Concepts	Robert Samuel	AOC	Canceled
June 17-20	Advanced EW	Dave Adamy	AOC	15 Attendees
June 24	Intelligence Support for Spectrum	Dr. Pat Ford	SPAWAR	15 Attendees

	Operations			
July 15-17	Survey of Unmanned Aircraft Systems (UAS) EW Applications	Dr. Pat Ford	AOC	Canceled to produce as a Webcourse
July 29	Introduction to Unmanned Aerial Systems (UAS)	Dr. Pat Ford	Webcast	20 Attendees
Sept 4	Propagation Theory for Electronic Warfare	Dave Adamy	Webcast	24 Attendees
Oct 4	PRI Analysis and Deinterleaving	Dick Wiley	AOC Convention	18 Attendees
Oct 5	LPI Radar & What to do About it	Dick Wiley	AOC Convention	13 Attendees
Oct 5-6	Electronic Warfare Update – Session 1	Dave Adamy	AOC Convention	3 Attendees
Oct 5-6	Survey of Unmanned Aircraft Systems (UAS) EW Applications	Dr. Pat Ford	AOC Convention	Canceled
Oct 10-11	Survey of Electromagnetic Battle Management (EMBM) Concepts	Robert Samuels	AOC Convention	7 Attendees
Oct 10-11	Electronic Warfare Update Course – Session 1 & Session 2	Dave Adamy	AOC Convention	6 Attendees
Nov 18-21	ELINT and Modern Signals Course	Dick Wiley	AOC	11 Attendees
Dec 2-5	Essentials of 21st Century Electronic Warfare	Robert Samuels	AOC	10 Attendees

Symposium

The 2014 Symposium was a great success with outstanding key note speakers and very informative panel presentations. Although slightly smaller numbers than previous years, there was still a strong turnout (see table below).

	2014 (DC)	2013 (DC)	2012 (Phoenix)	2011 (DC)
Booths	137	142	147	155
Companies	95	96	92	93
Paid Registrants	234	311	285	322
Full Attendance	1,273	1,627	1,368	1,742

Total 2014 Symposium revenue is $661,096 which is about $97k more than budget. A comparison of 2014 actual to 2014 budget and 2013 actual is provided below.

	2014 Actual	2014 Budget	2013 Actual
Paid Registrations	$183,175	$176,000	$220,332
Exhibitors	$768,261	$625,000	$781,383
Sponsors	$163,261	$148,000	$185,415
Show Daily	$24,075	$15,000	$23,500
Total Revenue	$1,139,184	$953,00	$1,210,620
Expenses	$478,088	$389,200	$543,303
Net Revenue/Surplus	$661,096	$563,800	$667,317

Symposium Online Registration Upgrade

A new online registration system was used in 2014 which is handled by a new vendor. The new system provides one-stop registration for both event and hotel, and allows printing badges onsite (staff labor savings).

2015 Symposium Site

The 2015 Symposium is planned for December 1-3 at the Marriott Marquis DC and Convention Center. This is a new venue with more exhibit space and direct access to the Metro system.

DOD Only Page

A new "BoD Only" page was installed based on Vickie Greenier's design. The new page provides a more coherent organization of information and streamlined access to subsequent pages.

Security

OpMan 51

A new OpMan 51 – Conducting Classified Events -- was approved by the Board March 20, 2014. The new OpMan replaces OpMan 58.

AOC FCL

The contract with the Naval Surface Warfare Center Crane Division was extended with a new (revised) DD254 and Order For Supplies and Services (DD Form 1155) issued. The dates covered are August 12, 2014 to September 4, 2017. The Board extended its appreciation to Jim Hearn for his assistance and coordination.

Security Inspection

A security inspection originally planned for June 2014 is indefinitely postponed. Prior to June, DSS notified AOC that the inspection would be delayed, and said "Your last review was in 2012, so technically you're due; however, our limited resources dictate that we have a prioritization list for who gets reviewed. You're not on the list at least through September/October 2014." In addition, DSS has assigned the AOC to a new office for administrative purposes. Currently, AOC is providing necessary information to accomplish the transfer and awaiting notification of a pending inspection date.

Audit Committee

The Audit Committee established a hotline telephone number, posted information on the AOC website homepage, and announced its availability in the eCrow.

Education Foundation

Foundation Fund

The AOC Foundation balance as 11/30/2014 is $98,746.18. On September 30 the balance was $68,746.18 and two (2) contributions contributed to the current balance. They are:

- $10k from the estate of Mr. William Emerson Howe; and

- $20k from Raytheon to establish an individual scholarship

Contributions made in 2014 by AOC members during renewal of membership are $3,974, which will be transferred at the end of the year (making the total balance $102,720.18). A change to the AOC chart of accounts will be implemented in 2015 (create separate GL) to facilitate periodic reporting of monies derived throughout the year.

Foundation Guidance Documents

The "BoG Only" webpage was updated to include for the first time:

- Foundation Articles of Incorporation

- Foundation Bylaws

- Foundation OpMan 11 – Chapter Scholarship Program

- Foundation OpMan 12 – Enlisted Tuition Grant (ETG) Program

2015 Look Ahead

The items listed below were identified by President Ken Israel as 2015 priorities:

- Planning a surplus budget with close monitoring of possible outside factors such as the "return of sequestration"

- Continue with building repairs program to ensure value of AOC biggest asset is maintained

- Hire US centric "Outreach Consultant" to expand government and industry relations, as well as serve as staff SME

- Continue aggressive advocacy program with Ken Miller

- Expand public relations efforts and continue strong presence in social media

- Support an expanded conference schedule – anticipate 5-7 conferences, plus two (2) Global conferences

- Provide 12-15 webinars

- Provide traditional face-to-face professional development courses with an expanded schedule of "Webcourses"

- Host a dual track, information and networking rich Annual Symposium in a new venue including expanded exhibit space in convenient Washington DC location