

AOC 2017 Year-End Report

Submitted by Shelley Frost, Executive Director

AOC MISSION

The Association of Old Crows is an organization for individuals who have common interests in Electronic Warfare (EW), Electromagnetic Spectrum Management Operations (EMSO), Cyber Electromagnetic Activities (CEMA), Information Operations (IO), 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.

INTRODUCTION

Significant 2017 AOC accomplishments are outlined below. Major areas covered include: President's activities; Board meeting schedule; governance document updates; financial status; AOC staff and organization; advocacy accomplishments; membership levels; and conference, professional development course and symposium activities.

PRESIDENT'S OUTREACH AND LEADERSHIP

President Lisa Frugé-Cirilli was engaged in a very active schedule in 2017 attending the events listed below. Her many presentations focused on the AOC "core" responsibilities: membership, advocacy, collaboration and communication.

Lisa's end of the year message to AOC:

I wanted to take a moment to share with you a message on the trajectory of the AOC. As an organization, we are making great strides setting ourselves on a course to focus and grow what I believe to be our AOC "core" responsibilities: membership, advocacy, collaboration and communication. AOC's webinar program creates easily accessible and valuable professional development content for our members. Our newly launched IPPs and ongoing Advocacy efforts are giving us a strong and vocal position with our Membership partners and on Capitol Hill. Our scholarship program helps young students reach their academic goals, and our STEM program encourages students to pursue careers in the Electromagnetic Warfare industry. Our global and regional conferences have positioned us as the de facto leader in the EW community. We have exciting changes coming to crows.org to make it the hub for our community to engage and access the valuable industry news they need. I'm very proud of the work that the AOC board of directors, chapters, and our growing staff is doing. We will tirelessly continue to serve you in 2018 and beyond. Thank you!

Lisa's Outreach and Events Attended:

- Dixie Crow Annual Symposium, Warner Robins, March 19 – welcome message
- Collaborative EW Conference, Pt Mugu, CA, April 26 – welcome message
- Mile High Chapter/Buckley AFB, April 28 – welcome message
- Capability Gaps and EW Technology Conference, Crane, IN, May 9 – welcome message
- FMS Conference, Atlanta GA, May 16 – welcome message
- EW Europe, London, England, June 6 – welcome message
- Kittyhawk Week, Dayton, OH, June 12 – welcome message and presented AOC/Raytheon scholarship award to Kaivon Assani

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- Dixie Crow Chapter Meeting, July - presented AOC/Raytheon scholarship award to Charles Harris
- Greater LA Chapter Meeting, August 9 – attended and provided AOC message
- EMW Engineering and Acquisition Conference, Dahlgren, VA, September 26 – welcome message
- Annual Maple Leaf Gala, September 28 – welcome message
- AOC in the Pacific Conference, Honolulu, HI, October 17 – welcome message

There was one event Lisa could not attend because of time conflicts. It was delegated to Muddy Watters: CEMA Conference, Aberdeen MD, October 17 – welcome message (Muddy Watters)

Lisa held four (4) chapter president virtual meetings – Feb 17, April 10, June 28 and Sept 20

Regional Director Meetings

- Pacific Region
 - April 27 – Point Mugu Conference
 - Representatives: Diamondhead Chapter, Santa Barbara Chapter Mugu Chapter, Granite State Chapter, Garden State Chapter, Maple Leaf Chapter, Dixie Crow Chapter, and Dahlgren Roost
- Northeast Region
 - September 21 – Conference Call
 - Representatives: Empire, Granite State, Maple Leaf, Patriots Roost, Metropolitan
- Mid-Atlantic Region
 - March 10 – AOC HQ/Conference Call
 - Representatives: Capitol Club, Chesapeake Bay, APG Susquehanna, Independence Roost Chapter and Dahlgren Roost
 - June 23 – National Electronics Warfare Museum
 - Representatives: Chesapeake Bay, Capital Club, APG Susquehanna Roost and Dahlgren Roost chapters.
- Mountain Western Region
 - March 5 - Chapter Presidents Call with Sam Roberts
 - June 7 - Chapter Presidents call with Sam Roberts
 - September 6 - Chapter President's call with Sam Roberts
- Southern Region
 - March 22 - Dixie Crow Conference
 - Representatives from Dixie Crow Chapter, Granite State Roost and Independence Roost Chapters
- International I
 - June 7 - EW Europe

Other Chapter Visits by Board members

- EW Singapore, January – Sue Robertson
- Red Baron Roost, April 27 – Sue Robertson
- Granite State Chapter Meeting and new officer installation, April – Nino Amoroso
- Maple Leaf Chapter Meeting, May – Nino Amoroso
- Capitol Club Summer party, August 2, AOC staff
- Japan Annual Symposium, August – Bob Andrews
- South Korea Workshop, September – Sue Robertson
- Garden State Chapter Meeting, September 28 – Nino Amoroso
- Lafayette Chapter 20th anniversary, October 4 – Sue Robertson
- Greater LA Chapter Meeting, October 5 - Darin Nielsen
- Inaugural New Zealand Chapter conference, October 11 - Jeff Walsh
- EW Industry Day, Maple Leaf Chapter, Canadian Embassy in DC – AOC staff

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- Gulf Coast Chapter, October 25 – Gene “Joker” McFalls
- NATO JEWCS by IK Chapter, November 1 – Sue Robertson
- South Africa Chapter Conference, November – Sue Robertson
- Saudi Arabia Conference, December – Sue Robertson

Other (need to consider having an AOC membership booth at all)

- Sea, Air, Space Expo (Navy League), April 3-5 (had booth)
- International Microwave Symposium, June 4-9 (had booth)
- AFA Air & Space Exposition, Sept 18-20
- DE Symposium and Exhibition, Sept 25-27, (had booth)
- Modern Day Marine Exposition, Sept 19-21
- AUSA Annual Meeting and Exposition, Oct 9-11

SME Activities

The SME “team” was established in 2015 to broaden the AOC’s brand and garner information from groups/organizations that AOC heretofore had not been engaged with. The primary objective is to expand AOC’s knowledge and exposure targeted to the newly incorporated areas in AOC’s mission statement. 2017 events attended:

- Foreign Military Sales Conference, May 16-18, Atlanta, GA – Dave Hime, speaker
- DE Symposium and Exhibition, September 25-27, Monterrey CA – Judge Bourque, speaker
- Japan EW Symposium, August 2017 – Bob Andrews, speaker
- EW & Military Cyber Live 2017, September 25-27, Tartu Estonia – Gene “Joker” McFalls and Greg Patschke

2017 AOC Board of Directors

President	Lisa Frugé-Cirilli
Vice President	Muddy Watters
Secretary	Jesse "Judge" Bourque
Treasurer	Joseph Koesters
At Large Directors	Jesse "Judge" Bourque, Craig Harm, Brian Hinkley, Amanda Kammier, Greg Patschke, Muddy Watters
Regional Directors	Central Director - Joseph Koesters Mid-Atlantic Director - Jim Pryor Pacific Director - Darin Nielsen International I Director - Sue Robertson International II Director - Jeff Walsh Southern Director - Gene "Joker" McFalls Mountain-Western Director - Sam Roberts Northeast Director - Nino Amoroso
Past President	Dave Hime
Appointed Directors	Glenn "Powder" Carlson and Don Quinn
AOC Foundation Adjunct Governors	Robert Andrews and Rich Wittstruck

AOC Board of Directors Meetings

There were four (4) face-to-face Board meetings and five (5) Adobe Connect meeting in 2017. Also, there were four (4) face-to-face Board of Governors meetings. Board of Directors and Board of Governors meetings are shown below.

Date	Description
8 February	Adobe Connect
19-20 March	Face-to-Face (Warner Robins, Georgia)
10 May	Adobe Connect
13-14 June	Face-to-Face (Dayton, Ohio)
12 July	Adobe Connect
26-27 September	Face-to-Face (AOC Headquarters)
18 October	Adobe Connect
30 November – 1 December	Face-to-Face (AOC Symposium - Washington, DC)
15 December	Adobe Connect – Special Meeting regarding AOC Office Building

AOC Board of Governors Meetings

Date	Description
20 March	Face-to-Face (Warner Robins, Georgia)
14 June	Face-to-Face (Dayton, Ohio)
27 September	Face-to-Face (AOC Headquarters)
1 December	Face-to-Face (AOC Symposium - Washington DC)

STRATEGIC PLANNING

Vice-President Muddy Watters provided an overview of the 2017 AOC execution priorities to include HQ activities, advocacy and outreach, professional development (tied to personal advancement), scholarships, membership, and commitment to change, and progress on the 2017 Strategic Priorities Scorecard items (admin/infrastructure, education, STEM, membership, awards, conferences, budget, and governance).

OpMan 14 and the Appendix A (AOC Vision, Mission, Beliefs, Objectives & Framework) and Appendix B (AOC Strategic Plan) needs to be updated by the 2018 Strategy Committee.

ANNUAL ELECTION

The 2018 election was conducted in September. Winners of the election are listed below.

- President-Elect: Muddy Watters
- Two (2) At-Large Directors: Amanda Kammier and David Stupples
- Mountain-Western Region Director: Sam Roberts
- Northeastern Region Director: Glenn Carlson
- Southern Region Director: Karen Brigance

2017 saw the resignation of two board members, Don Quinn (Appointed 2018) and Todd Caruso (At-Large 2018). With the election of Muddy Watters to President-Elect, this left his At-Large 2019 position vacant as well as the At-Large 2018 position vacant by Caruso. The President nominated two interim At-Large Directors - Dean Ebert (2018) and Mike Ryan (2019) to fill these two slots. Approved by the Board at the 18 October meeting.

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Appointed Directors: Gary Lyke and Brian Hinkley. Voted and approved by the Board at the 18 October meeting for one term (to expire in 2018). The President announced the 2018 EXCOM: President-Elect Muddy Watters, Secretary Jesse Bourque and Treasure Greg Patschke.

To rebalance the election cycles, the following board members had their term extended - Darin Nielsen's term was extended to 2019 and Sam Roberts's term was extended to 2021.

BYLAWS

The Bylaws (OpMan 13) were amended multiple times in 2017. The primary changes are outlined below.

Article III

- Section 3.03 – Added some clarifying language about appointed and elected term limits
- Section 3.03 (b) – NEW SECTION – Resignation of Regional and At-Large Directors
- Section 3.06 – Added that the Board will convene by the most convenient means to approve Appointed Directors prior to their attending their first board meeting.

Article IV

- Section 4.03 – Added clarifying language about the Vice President/President Elect being responsible for the Strategic Plan
- 4.05 (d) – NEW SECTION - Resignation of the Appointed Officers

Article IX

- Section 9.02 – Added language about Appendix B showing the current standing committees, chairs, OpMans and Charter status
- Section 9.03 – Added language that Appendix B shows the current Ad-hoc Committee list

Article X

- Section 10.01 – Added clarifying language about the vetting of candidates for ED selection

GOVERNANCE – AOC OPERATIONS MANUALS

Ten (10) OpMans were revised and reviewed during 2017. As of December 2017, the effective dates are shown in the table below.

OpMan	Effective Date	Activity
11 – Purposes and Responsibilities	1 Feb 2017	Revised
12 – Constitution of the Association of Old Crows	27 Aug 2014	
13 – Bylaws of the Association of Old Crows	12 Sept 2017	Revised
14 – AOC Strategic Planning	28 Nov 2016	
15 – Code of Ethics	19 Mar 2017	Admin Reviewed
16 – Meeting Minutes	7 Nov 2014	
17 – Board/Chapter Operations	8 Feb 2017	Admin Reviewed
18 – Non-Discrimination Policy	26 Aug 2015	
21 – Financial Management	30 Nov 2015	
22 – Reserve Fund Policy	19 Mar 2015	
23 – Travel and Expense Reimbursement	27 Sept 2016	
24 – Records Retention	8 Feb 2017	Admin Reviewed
25 – Anti-Trust Compliance Policy	19 Mar 2017	Revised
31 – Awards Program	13 Sept 2017	Revised
32 – Nominations and Election Committee	12 Sept 2017	Revised
35 – Audit and Inspection Committee	23 Jan 2014	
41 – Conference Planning, Operations, and Reporting	16 June 2017	Revised

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51 – Conducting Classified Events	2 Feb 2017	Revised
71 – Membership Growth Incentive Program – Individuals	30 Nov 2015	
72 – Annual Chapter Recognition Program	29 April 2014	
73 – Publishing Chapter Events in the JED/eCrow	30 Nov 2015	
74 – Establishing, Maintaining, and Closing AOC Chapters	14 June 2016	
91 – Employee Handbook	5 Nov 2014	
92 - Human Resource Management	21 March 2016	

FINANCIAL STATUS

The release of the 2016 independent auditor report showed a \$271,187 surplus (income from operations). A positive financial outcome is anticipated in 2017, including an estimated \$24,000 surplus. The table below shows audit report income (loss) from operations for years 2012 through 2016.

	2012	2013	2014	2015	2016	2017 projected
Revenue	\$3,217,415	\$2,477,071	\$3,050,688	\$3,055,950	\$3,102,935	~\$3,166,592
Expenses	\$3,653,359	\$2,417,488	\$2,419,503	\$2,715,962	\$2,831,748	~\$3,142,592
Income (loss) from operations	-\$435,944	\$59,583	\$631,185	\$339,988	\$271,187	~\$24,000

Closed accounts

Closed two bank accounts in 2017.

- \$2,289.78 deposit from closing of Rainier Roost bank account (kept funds separate for 2 years); moved funds into the Chapter Sustainment Account.
- \$5,380.30 Research and Studies Account (Army G-2 Contract from 2011); moved funds into the Operating Account.

Financial Reporting

For the third consecutive year, the independent auditor's management letter from the 2016 audit re-confirmed that current financial operations reflect sound practices.

Reserve Fund

The Reserve Fund balance as of December 2017 is \$2,198,926; up from \$1,522,633 in December 2016. The change is due to market fluctuations as well as a deposit of \$450,000 in October 2017 and no withdrawal since 2013. The \$450,000 deposit was a bulk of the surplus from the past two years. Was held in the operating account to provide flexibility in the possible situation where monies were needed for the AOC headquarters building.

CAPITAL ITEMS

Building Improvements

A "building maintenance" program was implemented in 2014 to ensure that many "deferred maintenance" issues in the headquarters building would receive attention, as well as to install an ongoing program to avoid such future issues. Completed projects in 2017 were:

- Completed – Garage Ceiling – Replace deteriorating and sagging ceiling
- Completed – ground floor security system – video surveillance at front door on street level

AOC BUILDING DISCUSSIONS

At a special board meeting on December 15, 2017, the Board unanimously voted to accept the offer of \$2.9 million to purchase the AOC office building.

History

AOC had a tenant renting space in the current building for many years. They were renting slightly over half of the available building space and paying \$30.60/sq ft. That tenant left in late Aug 2016.

There is an abundant supply available lease space in the local area. Much of it is brand new or recently updated. After consulting with various sources, it was determined that the AOC spaces "as is" could be leased for roughly \$20/sq ft, that is, IF we could find a tenant. This is the going rate for "dated" properties that need significant refurbishment. The AOC has not made any significant improvements to the building since it was constructed in 1986.

Some additional data points about leasing space at 1000 N. Payne St:

- Management of the tenant's concerns and the building was taking increasingly more time from the AOC staff. This was primarily the ED but also some other staff. The primary reason was the age of the building as many little things kept popping up that needed addressing. Many questions about what should we be focusing our time on (was building management and keeping lease tenants happy one of those things)? The general sentiment was that we don't want to be spending lots of time on this.
- None of the staff were experts at building management and with the reduced AOC staff size it was time to start thinking about hiring personnel dedicated to this task. This would be an additional operating expense that was barely covered by the lease tenant (at \$20/sq ft)
- The original plan for leasing space was to help offset building operating costs. That advantage was now slightly diminished or gone.
- Renovations to get the spaces back up to class A rates (\$35+/sq ft) would cost somewhere between \$1.5M and \$2.4M (depending on who you asked and what all you wanted to renovate) and would take about a year to complete.
- The committee even considered refurbishing the building and then selling a condo off on one floor. If we renovate for \$2.3M and then sell at somewhere around \$2M (\$400/sq ft) we would have a slight overall loss of funds (but renovated new AOC spaces in trade). With the current plan we get the same thing and walk away with some extra cash in our pockets.
- Even if we did this there was no guarantee we would get a new tenant with the abundant supply of available least space in the local area.
- There is also an issue with getting a loan. AOC is a not for profit entity. If we get a loan to renovate, there were several issues:
 - while we have a "mortgage" income from lease tenants would likely be taxable
 - The initial opportunities for commercial loan rates were not nearly as good as you might estimate. 6% APR would have been a good rate

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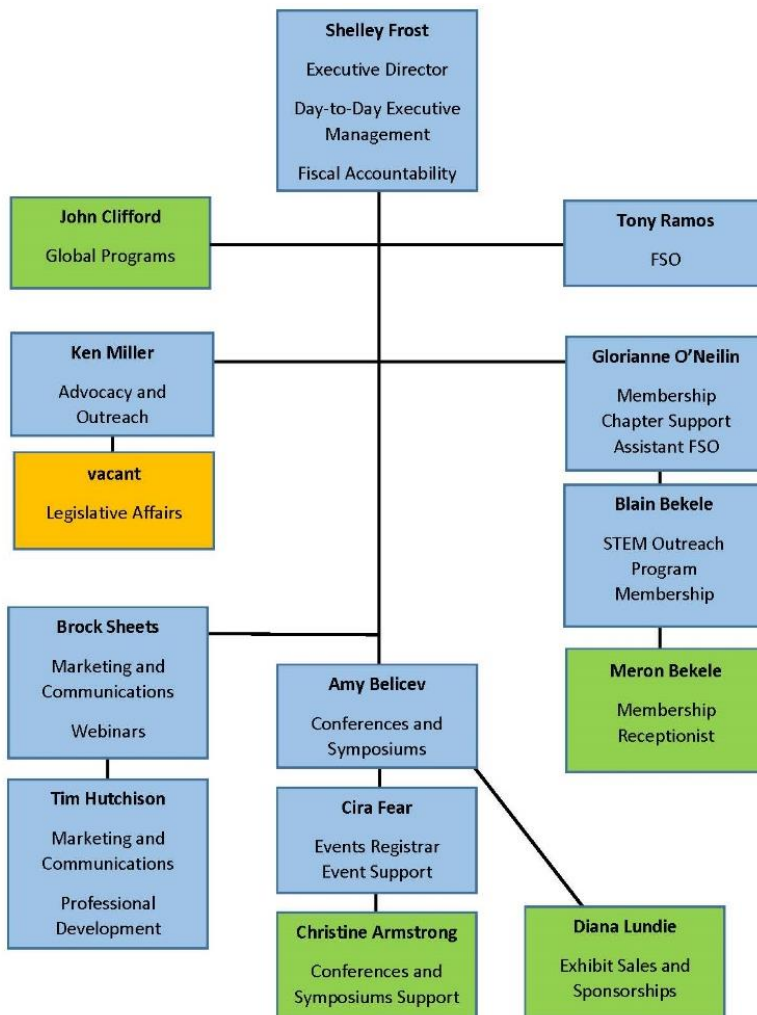
So, keeping all this in mind, the building committee thoroughly examined three options:

1. Stay and renovate the existing building (at various levels of renovation)
2. Sell and lease in a new location (at various options/prices)
3. Sell and purchase new location (various options/prices)

As the committee thoroughly examined these options, the predominant options emerged into the report given at the Sept 2017 BoD meeting. There was a unanimous decision to sell. Next steps for 2018 are to find the right size office space to either purchase or lease.

AOC STAFF

As December 2017, the staff is composed of eight (9) AOC employees (8 full-time and 1 part-time), four (4) consultants, and one (1) vacant consultant position (Legislative Affairs). An organization chart is provided below:



2017 Staff Changes

- 2017 found AOC with two departing employees – Mike Dolim, Executive Director and Dawn Miller, Member Services and one contractor, Stew Taylor, exhibit sales and sponsorship.
- Shelley Frost, formerly AOC’s Deputy Executive Director, Meeting Services, was hired as AOC’s Executive Director on April 12
- Amy Belicev was hired on July 5 as the Director of Meetings and Events
- Ken Miller was hired on July 10 as the Director of Advocacy and Outreach
- Cira Fear was hired on Nov 16 as the Coordinator of Meetings and Events
- Diana Lundie, was hired as a contractor to handle exhibit sales and sponsorships
- Blain Bekele was temporarily moved from reception duties to handle STEM and other membership duties.
- Meron Bekele was brought in handle receptionist and admin duties as a temporary contractor.

Other Contractor Services

Outside contractor services continued in 2017 with: 1) website support by 3by400; 2) information technology services by TSI, and bookkeeping & accounting by Consultance Accounting Services.

MEMBERSHIP

Overall individual and industry memberships show a small increase (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.

2017 started the “New Crow” initiative awarding free membership to individuals 25 years and younger for three years. This initiative will be conducted over a 5-year initial trial period (ending in 2022), HQ are to keep metrics and track the renewals of these individuals with the chapters responsible to engage and retain. 90 individuals 25 and younger signed up in 2017.

AOC HQ always provides support for chapter membership drives upon request.

Membership	December 2014	December 2015	December 2016	December 2017
US	10,726	10,519	10,340	10,078
International	2,261	2,416	2,493	2,722
Total	12,987	12,935	12,833	12,800
Industry	200	205	211	221

CHAPTERS

2017 brought AOC one new chapter, Kiwi Chapter (New Zealand) and one revitalized chapter, Golden Spike (Utah).

To better balance/right size the Regional Director oversight responsibilities, redistricting of chapters occurred in 2017 along with adding a seventh region to the six U.S. Regions.

Northwest Region (the newly added region) will include the following 5 chapters -Frozen Crows Chapter, Joint Base Lewis McChord Chapter, Mile High Country Crows, Pikes Peak Roost, Whidbey Roost Chapter.

The new Northwest Regional Director will be added to the slate of officers for the 2018 election as a one-time, four-year term. In subsequent years, the Northwest position will conform with the standard three-year duration. In the meantime, Brian Hinkley was appointed to the 2018 Board of Directors and will serve as this Regional Director until a new director is installed by election in 2018.

Pacific (10 chapters to 9) - Cabrillo Crows, Diamond Head, Golden Gate, Greater LA, Mojave Green, Mugu Crows, Santa Barbara, Frozen Crows, Silver State (moved from Mountain West Region) Brazil (moved from International II)

Joint Base Lewis McChord and Whidbey Roost (moved to new Northwest Region)

Mountain West (13 chapters to 8 chapters) - Cochise, Billy Mitchell, Dallas, Desert Sun, Fort Worth, Oklahoma Crows, Querque, Southwestern, Golden Spike (revitalized)

Air Capital (moved to Central Region), Mile High and Pikes Peak (moved to Northwest Region), Silver State (moved to Pacific Region), Strategic Roost (moved to Central Region)

Central (4 chapters to 6) - Crane, Gateway, Kitty Hawk, Windy City, Air Capital (moved from Mountain West Region), Strategic Roost (moved from Mountain West Region)

Northeast (7 chapters, no changes) – Empire, Garden State, Granite State, Maple Leaf, Metropolitan, Niagara Frontier, Patriot's Roost

Mid-Atlantic (7 chapters to 8) - APG Susquehanna, Capital Club, Chesapeake Bay, Dahlgren, Independence, Pax River, Tidewater, Charlie Yankee Roost (moved from Southern Region)

Southern (9 chapters to 8) - Dixie Crow, Emerald Coast, Green Jacket Roost, Gulf Crows Nest, Palmetto Roost, Peachtree Roost, Raven Cajun, Redstone Rebel

Charlie Yankee Roost (moved to Mid-Atlantic Region)

International I - New Zealand established a new chapter in 2017, called the Kiwi Chapter. Work was started with re-energizing the Dutch Chapter and the potential for new Indonesian and Malaysian Chapters.

**CHAPTER SUSTAINMENT INITIATIVE PROGRAM - ASSISTANCE FUND
 (Chapter Sustainment Fund)**

A chapter assistance fund was initiated in 2015 with \$79,791.79 provided by a defunct Chapter. Monies may be disbursed to chapters with funding and/or financial needs based on stipulations contained in OpMan 74, Section II, Paragraph H. The current balance is \$88,729.79. A history of disbursements is provided below:

Month/Year	Balance	Note
June 2015	\$79,791.79	Initial Funding
Sept 2015	\$78,291.79	\$1,500 Disbursement to Red Baron Roost (speaker expenses)
Nov 2016	\$76,291.79	\$2,000 Distribution to Maple Leaf Chapter (incorporating the chapter in Canada expenses)
Mar 2017	\$90,690.01	\$12,398.22 Deposit from closing of Tidewater Chapter
Apr 2017	\$89,690.01	\$1,000 Disbursement to Palmetto Roost
Apr 2017	\$87,690.01	\$2,000 Disbursement to Gulf Coast Nest
Apr 2017	\$86,840.01	\$850 Disbursement to Pikes Peak Roost
Oct 2017	\$89,129.79	\$2,289.78 deposit from closing of Rainier Roost bank account
Nov 2017	\$88,729.79	\$400 Disbursement to Palmetto Roost

Plans are to review the stipulations in OpMan 74 and bring forward proposed amendments to the Board in 2018.

CONFERENCES

The seven (7) conferences held in 2017 continued a “revitalization” since 2013; only one (1) conference was held in 2013 (see table below). The number of conferences during the past five (5) years ranges from once (1) in 2013 to seven (7) in 2017. It is anticipated that there will be 5 - 6 conferences in 2018.

Name of Conference	2017	2016	2015	2014	2013
Collaborative EW Symposium, Pt Mugu CA	April 25-27 589 attendees	April 5 – 7 556 attendees	March 31 – April 2 629 attendees	April 8-10 474 attendees	n/a
Capability Gaps and Enabling Technologies, Crane IN	May 9-11 242 attendees	May 10 -12 243 attendees	August 11-13 261 attendees	Nov 18-21 215 attendees	n/a
FMS Conference, GTRI, Atlanta GA	May 15-19 355 attendees	n/a	n/a	n/a	n/a
EW/Cyber Convergence, Charleston SC	June 6-8 186 attendees	June 7 – 9 172 attendees	June 2-4 148 attendees	June 3-5 163 attendees	n/a
EMS Engineering and Acquisition, Dahlgren VA	September 26-28 132 attendees	September 20 -22 249 attendees	n/a	n/a	n/a

PACOM, Honolulu, HI	October 17-19 223 attendees	Nov 8 – 10 204 attendees	October 20-22 187 attendees	Oct 21-23 130 attendees	Oct 22-24 150 attendees
Cyber Electromagnetic Activity, Aberdeen, MD	October 17-19 776 attendees	October 18 – 20 770 attendees	October 6-8 538 attendees	n/a	n/a
Marine Corps Spectrum Maneuver Warfare Conference, Cherry Pt, NC	n/a	n/a	October 27-28 291 attendees	n/a	n/a
Modern Threats: SAMs, Huntsville AL	n/a	n/a	n/a	Sept 3-5 325 attendees	n/a

GLOBAL CONFERENCES

AOC conducted two (2) successful global conferences in 2017 providing \$268,682 revenue (see table below). The conferences were supported in 2017 by the International Advisory Committee, John Clifford and conference partner Clarion.

Name of Conference	2017	2016	2015	2014	2013
EW Europe (Clarion)	June 6-8 London, UK Profit \$254,747	May 10-12 Rotterdam, Netherlands Profit \$173,437	May 26-28 Stockholm, Sweden Profit \$170,000	May 13-15 Edinburgh, Scotland Profit \$142,516	May 28-30 Cologne, Germany Profit \$77,757
EW Singapore (Clarion)	Jan 17-19 Singapore Profit \$13,935	n/a	n/a	n/a	n/a
AOC EW Asia (Tangent Link)	n/a	Sept 20- 23 Kuala Lumpur Profit \$3,899	n/a	March 10-11 Kuala Lumpur Profit \$65,054	n/a
AOC EW Brazil (Clarion)	n/a	n/a	April 14-17 Rio Profit \$2,400	n/a	n/a
AOC Saudi Arabia	n/a	n/a	n/a	n/a	Nov 11-13 Riyadh, KSA \$34,153

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2018 Global Conference Plans

The 2018 global conference schedule includes:

- AOC EW Asia (Clarion) – January 16 – 18 in Singapore
- EW Europe (Clarion) – June 6 – 8 in Lausanne, Switzerland

PROFESSIONAL DEVELOPMENT

The number of courses and students attending in 2017 was significantly less than 2016 (see tables below). In 2015 a desire to transition existing face-to-face courses to web based courses (Adobe Connect) was initiated with the long-range objective of developing a library of web based courses which could be provided on-demand. The catalog of on-demand courses brought in a total of 15 attendees in 2017. In 2017, three (3) face-to-face courses were offered and two (2) new courses were web based. The student totals are: face-to-face = 17; web based (live) = 19; and on-demand = 15. An expanded number of web based courses will be offered in 2018 and it is anticipated that there will be an increase in live and on-demand students.

	2017	2016	2015	2014
Courses	5	7	8	14
Students	51	111	152	227

2017 Professional Development Courses

Course Name	Location (Delivery Method)	Date	Instructor	# of Students (LIVE)	# of Students (On-demand)
Communications EW	WebCourse – Adobe Connect	May 22, 24, 26, 31 June 2, 5, 7, 9	Dave Adamy	8	NA
Electronic Countermeasures – Theory and Design	WebCourse – Adobe Connect	October 16, 18, 23, 25, 30, November 1	Kyle Davidson	11	NA
Introduction to EW Modeling and Simulation	Marriott Marquis – Washington, DC	December 1 – 4	Dave Adamy	4	NA
Electronic Warfare Systems Engineering	Marriott Marquis – Washington, DC	December 1 – 4	Kyle Davidson	8	NA
Hands-on Introduction to Radar and EW Course	Marriott Marquis – Washington, DC	December 1 – 2	Warren du Plessis	5	NA

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AOC VIRTUAL SERIES (WEBINARS)

AOC Virtual Series webinars were launched in 2013. From the outset, great sponsorship support has been provided by companies such as Rohde & Schwartz, Raytheon, National Instruments, Keysight Technologies, Harris and Gigatronics. However, in 2017 fewer sponsors opted to send their total AOC package sponsorship monies on webinars. In most cases, sponsors opted to spend on other AOC sponsorship opportunities. The tables below provide details.

The AOC virtual series was moved from the conference committee and into the Education and Training committee.

Starting January of 2018, the Virtual Series will be moving to a once-monthly offering. The reasons for this change are increased lead time with marketing and increase quality of the presentations. In attempt to fill a schedule, sometimes less popular topics are accepted in order to maintain numbers. A thinner schedule allows for more selective and therefore higher quality offerings.

Date	Title	Speaker(s)	Sponsors	Registrations	Attendees
2/2/17	Wideband Frequency Conversion and Characterization	Bill Weedon	National Instruments, Rohde & Schwarz	337	166
3/2/17	An Introduction to Conventional Cryptology	Andreas Leiser	N/A	392	190
3/16/17	Cryptology in the "Quantum Era"	Andreas Leiser	N/A	268	117
4/6/17	Cognitive EW - Latest Buzzword or Way of the Future?	Warren du Plessis	National Instruments, R&S, Keysight	568	251
4/20/17	Smart Antennas	Frank Gross	Rohde & Schwarz	305	161
5/4/17	Cyber vs EW	Warren du Plessis	Rohde & Schwarz	456	217
5/18/17	Compact Hybrid RF Architecture for SIGINT Applications	Mark Reinhard	Rohde & Schwarz	335	132
6/1/17	Active Receiving Antennas: Fundamentals and Applications	Maik Reckeweg	Rohde & Schwarz	322	122
6/15/17	Required Signal Processing for Stand-In ES Intercept Receivers	Phil Pace	Rohde & Schwarz	299	130
7/13/17	Land Electronic Warfare in the Asymmetric Battlespace	EW Solutions	Rohde & Schwarz	179	97
7/27/17	Introduction to Direction Finding Systems	Kyle Davidson	Rohde & Schwarz	423	221
9/14/17	Modeling and Simulation for Test & Evaluation	Dave Adamy	Rohde & Schwarz, BAE	192	88
9/21/17	Demonstrating Radar and EW - Without Breaking the Bank	Warren du Plessis	Rohde & Schwarz, National Instruments, Keysight, BAE	212	90
10/5/17	A Systems Approach to Information Warfare	David Stupples	Rohde & Schwarz, BAE	193	89
10/19/17	Advocacy Review 2017	Ken Miller	Rohde & Schwarz	159	65
11/2/17	Machine Learning for EW	Alistair Massarella	Rohde & Schwarz, National Instruments	455	253
Totals:	16			4,793	2,389

	2017	2016	2015	2014	2013
Webinars	16	17	18	20	10
Attendees	2,389	2,183	2,811	2,992	1,983
Sponsorship	\$90,625	\$84,750	\$135,375	\$113,425	\$64,000

ANNUAL SYMPOSIUM

The Symposium was an outstanding success in 2017. The numbers below show a strong turnout in overall attendance, booth sales and paid registrations.

For the second consecutive year, the symposium venue was the Marriott Marquis and DC Convention Center. The upscale hotel, its central location, and abundant available space in the convention center were significant factors in the success of the 2016 event.

	2017 (DC)	2016 (DC)	2015 (DC)	2014 (DC)	2013 (DC)	2012 (Phoenix)
Booths	169	153	148	137	142	147
Companies	107	98	100	95	96	92
Paid Registrants	294	281	251	234	311	285
Full Attendance	1,633	1,550	1,580	1,273	1,627	1,368

The 2017 Symposium estimated revenue and expenses are shown in the table below. The 2013 through 2016 actual revenue and expenses are provided for comparison.

	2017 Estimated	2016 Actual	2015 Actual	2014 Actual	2013 Actual
Paid Registrations	~\$260,000	\$235,541	\$216,007	\$183,175	\$220,332
Exhibitors	~\$947,375	\$868,455	\$843,575	\$768,261	\$781,383
Sponsors	~\$177,300	\$192,345	\$166,240	\$163,261	\$185,415
Show Daily	~\$17,325	\$14,575	\$23,150	\$24,075	\$23,500
STEM	n/a	\$6,125	\$7,575	n/a	n/a
Total Revenue	~\$1,402,000	\$1,317,041	\$1,256,547	\$1,139,184	\$1,210,620
Expenses	~\$760,000	\$714,856	\$684,332	\$478,088	\$543,303
Net Revenue/Surplus	~\$642,000	\$602,185	\$572,215	\$661,096	\$667,317

2018 Symposium Site

The 2018 Symposium is scheduled for November 27 -29, 2018 at the Marriott Marquis DC and DC Convention Center.

ADVOCACY AND OUTREACH

The Government and Industry Relations Committee expanded in 2017 to include outreach to membership, government and industry in addition to advocacy with the hiring of Ken Miller, former government affairs consultant.

2017 Accomplishments/Activities

- Congress
 - Held four “101” Style congressional briefings on the EMS, EW, EMSO, DE and Third Offset Strategy
 - Developed legislative proposals for a discussion draft on EW Capabilities Act to be introduced by EWWG (EW Working Group)
 - Organized Fred Kaplan Congressional Brief – June 8
 - FY 2018 National Defense Authorization Act (NDAA) and Defense Appropriations
 - Monitored Mark-ups with HASC/SASC
 - Signed DRA (Defense Related Associations) letter in support of regular order for defense budget
 - AOC sponsored and assisted with the 2nd Annual Robins AFB Congressional Breakfast
 - EWWG Fall Briefing Series
 - Update on EMS Domain/Informationized Warfare Implementation - Bryan Clark, CSBA
 - Update on EW Strategy and Implementation - Dr. Bill Conley, EW EXCOM
 - Update on Joint EW/EMSO Capabilities, Operations, & Training - Brig. Gen. Edward Sauley, USAF, Dep. Director of Operations, USSTRATCOM
 - Strengthen outreach to Senate and relevant caucuses and staff organizations
 - Legislative Tracking and Advocacy – Develop legislative/budget scorecards for advocacy activities (Bloomberg).
- Military Outreach
 - Roundtable Discussion with USAF A5/RE on EW Programs
- Industry Outreach
 - Government Affairs Offices
 - Business Development offices for sponsorship
 - Established Industry Outreach Steering Group
- AOC Policy Roundtable – Quarterly unclassified discussion events featuring keynote speaker/discussion leader. Paid attendance/widely-attended events.
- General
 - Initiated Advocacy Newsletter for AOC Membership
- Initiate Industry Partnership Program (IPP)
 - SIGINT - First Launch
 - T&M, RADAR, Directed Energy, Aircraft Survivability Equipment (ASE) – in the future
 - Appoint IPP Steering Committee
 - Draft Framework, Charter Initiatives and Deliverables

Industry Partnership Projects (IPP)

Objectives:

- Provide a forum to advance current and explore future ideas, technology trends, and policy opportunities.
- Provide community stakeholders and industry partners with a value center for networking, technical education/awareness, and policy, budget, and market analysis.
- Create a mechanism to represent and strengthen the delivery of value to stakeholders in government and industry. This will help AOC retain and recruit individual and industry members and be responsive to our expanding market while maintaining excellence in our core functions.

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About IPPs: Delivering Value

- Each IPP will be responsible for four (4) core deliverables: Issues for Congress Report (Jan); Budget Overview and Analysis (May/June); Market Forecast (Sept); and Annual Report/Update (Nov/Dec).

COMMUNICATIONS

The Communications Committee continued to strive for better communication and engagement with our members to remain relevant to the community. One such move in 2017 was to revamp our current database. With out-of-date data on members, our ability to communicate effectively to the membership was unproductive. With membership numbers continuing to decrease, a change needed to occur. So, AOC partnered with YourMembership (YM) on a new Association Management System (AMS) and website Content Management System (CMS). Benefits of this new AMS/CMS include:

- Single sign-on for ALL digital interactions with the AOC
- Dynamic web content offered out to users of crows.org based upon their profile preferences and/or chapter affiliation
- Powerful empowerment tools for chapter leadership
 - Chapter branded & managed pages
 - Chapter-managed events listings
 - Chapter related discussion threads
 - Real-time access to up-to-date chapter rosters & recruitment opportunities
 - Streamlined chapter communications through the unified web portal
- Communities/Topics of interest and news/discussion forums
- Customizable notification preferences for each forum, topic, or group
- Streamlined event registrations
- Site-wide mobile-responsive design
- Email marketing directly from the AMS
 - Email lists more effectively segmented
- Webinar registration tied to database profile (no re-keying of personal data)
 - On-demand webinar permissions automatically tied to membership status
- Individual engagement tracking (valuable for retention efforts)
- Streamlined staff processes
- Auto-renewal capabilities for membership dues
- A robust Learning Management System (LMS) which will include:
 - Single sign-on for webinars & courses
 - Dynamic, permission-based access to on-demand webinars (members only)
 - Robust, searchable course & webinar catalog
 - Fully integrated with our membership database
- Automated communication workflows....and much more.

The site will go live January 2018 and tutorials for Members and Chapters will be established in the first quarter of 2018.

Jobs Vacancies Board

The Job Board continued for another year as a free service to industry partners to post job openings as a static page on the AOC website. Goal for 2018 is to establish a more robust Career Center where industry partners can upload their job postings and job seekers can upload their resumes. In addition to

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growing into a new revenue stream, this new Career Center should also pull in jobs from other job seeking sites which will establish AOC as the one place to go to find jobs related to EW, EMSO, CEMA and IO.

JED

AOC renewed its contract with Naylor Communications as the publisher for the *Journal of Electronic Defense* for seven more years (will expire in 2024).

SECURITY

Tony Ramos, FSO and Glorianne O’Neilin, AFSSO, have set up the National Industrial Security System (NISS) for the AOC and both are in process of the required NISS training.

The Crane Contract (DD-254) was issued 22 September 2017 and is valid until September 2021. Thanks to Jim Hearn (NSWC Crane) for his assistance in getting this approved.

Ken Miller and Christine Armstrong were granted Secret Clearances and Amy Belicev has her interim.

AOC FOUNDATION

The Board approved that the STEM program be managed by the AOC Educational Foundation, a 501(c)(3), to allow donations from EW-related corporations to be tax deductible.

A Services Agreement was established for moving money between the BoD and BoG accounts; it would be like a ‘task order’ and prevent AOC from having to establish and track a separate BoG budget. as this would be clean and more transparent.

Financial Report

In 2017, the AOC, made possible by a \$25,000 donation from Raytheon, awarded two \$12,500 scholarships to: 2) Kaivon Assani, Wright State University and 2) Charles Harris, Mercer University. AOC partnered with an independent group at the Education and Training Center in Boston to review all the applications and select two winners.

The AOC Foundation balance as of December 2017 is \$161,772.18 which includes \$25,000 donated by Raytheon for the 2018 scholarships.

Month/Yr	Balance	Note
Jan 2016	\$107,467.18	
Feb	\$107,467.18	
Mar	\$107,467.18	
April	\$107,467.18	
May	\$107,467.18	
June	\$109,763.18	\$2,296.00 deposit from contributions made during 2015 membership renewals
July	\$110,288.18	\$525 deposit from contributions made during 2015 membership renewals
August	\$85,288.18	\$25,000 disbursement made in two (2) \$12,500 checks to Raytheon scholarship awardees
October	\$85,903.18	\$615 deposit from contributions made during 2016 membership renewals
November	\$110,903.18	\$25,000 deposit from Raytheon (scholarships)

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Month/Yr	Balance	Note
Jan 2017	\$112,403.18	\$1,500 deposit from Military Benefits Association
Feb	\$112,987.18	\$584 deposit from contributions made during 2016 and 2017 membership renewals
Mar	\$157,987.18	\$45,000 deposit from Raytheon for Spectrum Visualization Challenge
May	\$158,860.18	\$873 deposit from contributions made during 2017 for membership renewals
July	\$159,670.18	\$810 deposit made from contributions during membership renewals
Aug	\$134,670.18	\$25,000 disbursement made in two (2) \$12,500 checks to Raytheon scholarship awardees
October	\$136,772.18	\$852 deposit made from contributions during membership renewals
November	\$136,272.18	\$500 disbursement made to the Education and Training Center who judged the 2017 Raytheon scholarship.
December	\$161,272.18	\$25,000 deposit from Raytheon (scholarships)

STEM PROGRAM

For the third consecutive year, AOC held the STEM Outreach Program during the Annual Symposium. The program format established in 2015 was used again which features learning stations, interactive displays, and presentations about “a day in the life of an engineer.” The table below provides details.

Participant	2017	2016	2015
High Schools	12	8	8
Students	459	580	300
Individual Parents with Child/Attendee	21	10	Unknown
College Recruiting Stations	0	5	12
Static Displays	16	16	16

2018 LOOK AHEAD

Areas requiring AOC leadership attention in 2018 are outlined below.

1. Approve Strategic Plan - OpMan 14 “base document” was approved in 2016 (not the appendixes)
 - a. Agree on appropriate terms; for example, use of “EMSO” in current draft
 - b. Determine proper format;
 - c. remove Appendixes A and B from base document and publish Strategic Plan as prominent, stand-alone guidance document
2. Resolve profit sharing with chapters for conference support (Mugu, Crane, CEMA, etc.)
 - a. Need a data and information rich proposal for Board review
3. Expand awards participation
 - a. More representation from all services on the Awards Committee
 - b. More submissions
 - c. Better marketing
 - d. More chapter involvement
4. Support development of a comprehensive professional education program (curriculum)
 - a. Identify appropriate courses (course content, provider/instructor, delivery method, etc.)

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- b. Define basic parameters of proposed "certification" program
5. Increase Membership
 - a. Individual membership by 2% (current 12,695) – goal is to increase to 12,949 (254 more individual members) by the end of 2018
 - b. Industry membership by 5 companies (current 221) – goal is to increase to 226 by the end of 2018
 - c. Establish/renew 1 U.S. Chapter
 - d. Establish/renew 1 International Chapter
6. Develop AOC Professional Certification Education
 - a. Define Levels Develop Courses/requirements
 - b. Select Candidates
 - c. Coordinate with Industry & Labs
7. Educational Webinars
 - a. Increase Sponsorships
 - b. Decrease frequency to once a month
 - c. Qualified Instructors
8. STEM Education/Scholarships funding needs to be increased
 - a. Determine requirements/future needs
 - b. Staffing Requirements
 - c. Establish necessary submission method and documentation to allow donations to be tax deductible
9. Continue Congressional Education – both staff and members.
10. Board Governance
 - a. Review AOC Foundation Bylaws (hire parliamentarian for assistance)
 - b. Approve OPMAN 14 and Appendices
 - c. Review and update OpMans as needed Committee Charters
 - d. Develop/Refine Committee Charters
11. Event Fees - Review AOC Fees/Discount Rates
 - a. Collect data and identify impact to budget
12. Develop a white paper that addresses non-kinetic effects on the battlefield in all domains and in all phases of war – Muddy Watters to lead
13. Develop a standardization brief for AOC Leadership that clearly states & defines focus areas/Priorities/Through Leadership – Muddy Watters to lead.
14. Re-establish the Senior Advisory Board
15. Develop new initiatives to keep Chapters informed about Capitol Hill, including weekly alerts/updates and congressional recess advocacy resources
16. Establish Industry Outreach Steering Committee

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17. Build industry advocacy sponsorship plan for 2018 – Focus on annual sponsorships and provide more opportunities to support advocacy initiatives.