

AOC 2018 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 2018 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 2018 attending the events listed below. Her many presentations focused on the AOC "core" responsibilities: membership, advocacy, collaboration and communication.

Lisa's Outreach and Events Attended:

- EW Singapore – January 29 - welcome message
- India Chapter Event – February 13-16
- AFSC/EN (Robins AFB) Awards Ceremony Speaker – February 22
- AOC Windy City Chapter, Annual Awards and Scholarship Dinner - March 3
- Santa Barbara Chapter – March 8
- Collaborative EW Conference, Pt Mugu, CA, March 13 – welcome message
- Dixie Crow Annual Symposium, Warner Robins, March 19 – welcome message
- Navy League – Sea/Air/Space Attendance – April 10
- EW Europe, Lausanne Switzerland, June 5 – welcome message
- Kittyhawk Week, Dayton, OH, June 12 – welcome message
- GTRI Professional Development Meeting – June 19
- Salt Lake City – July 16 – Meeting with Golden Spike Chapter Leadership
- AFA Air Space & Cyber – National Harbor – September 18-20
- AOC in the Pacific Conference, Honolulu, HI, October 9 – welcome message
- CEMA Conference, Aberdeen MD, October 23 – welcome message
- Niagara Frontier Chapter Event, Buffalo, NY, October 18
- Redstone Arsenal Chapter Leadership & Quad A ASE, Huntsville, AL Nov 13
- USGIF Gala, Washington, D.C. - November 17
- 55th AOC Annual Symposium & Convention – November 26-28
- Robins AFB Congressional Breakfast, Washington, D.C. – December 4

- Green Jacket Roost Meeting, Fort Gordon, GA – December 6
- Lisa also moderated many monthly AOC webinars

Other Board member visits

- EW Singapore – January 29, 2018, Bob Andrews, David Stupples, Jeff Walsh
- EWCI India Conference – Sue Robertson
- Arctic Roost Chapter, Norway – Jan 31 - Sue Robertson
- Santa Barbara Chapter Visit – Darin Nielsen, Jeff Walsh
- Navy Crane Conference – Brian Hinkley, Dave Hime
- EW Europe – Sue Robertson, Judge Bourque, David Stupples, Bob Andrews
- Collaborative EW Conference, Pt Mugu, CA, March 13 – Mike Ryan, Lisa, Judge Bourque, Greg Patschke
- GTRI Professional Development Meeting – David Stupples
- SPA WAR – June – Powder Carlson
- FIDAE April 3-8, Santiago, Chile – Darin Nielsen
- Korean EW Workshop – July 12 – Muddy Watters and Jeff Wal
- Dutch De Ooievaar chapter inaugural meeting – July – Sue Robertson
- AUSA Global Force Symposium and Expo - March 26-28 - Mike Ryan
- Australia Chapter - Ken Dworkin (SAB), Jeff Walsh and Bob Andrews
- Patriots' Roost – Gen Ken Israel (SAB)
- Pikes Peak and Mile High Chapters – Brian Hinkley
- Whidbey Roost Naval Aviation Requirements Group reception – Brian Hinkley
- Joint Base Lewis McChord Chapter – Brian Hinkley
- Kittyhawk Week – June - Lisa, Joe Koesters, Dave Hime
- Korea – Muddy Watters and Jeff Walsh
- Desert Sun Roost Chapter reception – all board members during a board meeting in Tucson
- Niagara Frontier Chapter Event, Buffalo, NY – Powder Carlson
- Fiesta Crow 50th Birthday Celebration – Sam Roberts
- Frozen Crows Chapter – Brian Hinkley
- CEMA Conference, Aberdeen MD, October 23-25, Mike Ryan, Brian Hinkley, Lisa, Muddy Watters
- Kiwi Chapter conference – Oct – Jeff Walsh
- Green Jacket Roost – Dec – Karen Brigance and Lisa
- Maple Leaf Chapter Annual Banquet – Shelley Frost, Executive Director
- EDEX (Egypt Defence Expo), Cairo – Sue Robertson
- UK Chapter awards dinner – December – Sue Robertson

Lisa held six (6) chapter president virtual meetings in 2018 – Jan 18, Feb 6, April 13, June 29 and Sept 20, Nov 30

Chapter Presidents' training session on new website (*recording listed on Chapter Officer web site under Chapter Documents*) - February 6, 2018

2018 Regional Director Meetings

Chapter Officer Meetings were held whenever feasible in conjunction with AOC events, to include:

- Jan 29 – EW Singapore
- March 13 – Point Mugu Conference
- March 19 – Dixie Crow Annual Symposium
- June 4 – EW Europe
- Oct 25 - CEMA

Collaboration with Other Service & Professional Organizations

- Sea, Air, Space Expo (Navy League), April 3-5 (had booth)
- International Microwave Symposium, June 4-9 (had booth)
- AFA Air, Space, Cyber, Sept 18-20 (had booth)
- DE Symposium and Exhibition, Sept 25-27, (had booth)
- Quad A & Cribbons ASE Conference – Huntsville, AL – (had booth)
- USGIF – Annual Gala Attendance

2018 AOC BOARD OF DIRECTORS

President	Lisa Frugé-Cirilli
President-Elect	Muddy Watters
Secretary	Jesse "Judge" Bourque
Treasurer	Greg Patschke
At Large Directors	Jesse "Judge" Bourque, Amanda Kammier, Dean Ebert, Greg Patschke, David Stupples, Mike Ryan
Regional Directors	Central Director - Joseph Koesters Mid-Atlantic Director - Jim Pryor Northwestern Region Director – Brian Hinkley Pacific Director - Darin Nielsen International I Director - Sue Robertson International II Director - Jeff Walsh Southern Director – Karen Brigance Mountain-Western Director - Sam Roberts Northeast Director – Glenn “Powder” Carlson
Past President	Dave Hime
Appointed Directors	Gary Lyke and Brian Hinkley

2018 AOC Board of Directors Meetings

There were four (4) face-to-face Board meetings and five (5) Adobe Connect meeting in 2018.

Date	Description
7 February	Virtual (Adobe Connect)
11-12 March	Face-to-Face (Pt Mugu, CA)
11 April	Virtual (Adobe Connect)
16 May	Virtual (Adobe Connect)
18-19 June	Face-to-Face (AOC Headquarters)
11 July	Virtual (Adobe Connect)
11-12 September	Face-to-Face (AOC Headquarters)
17 October	Virtual (Adobe Connect)
25-26 November and 29 November	Face-to-Face (AOC Symposium - Washington, DC)

ANNUAL ELECTION

The annual election was conducted September 15 - October 15, 2018 for the 2019 BoD. Winners of the election were:

- Two (2) At-Large Directors: Bob Andrews and Rich Wittstruck
- Central Region Director: Keith Everly
- Northwestern Region Director: Mark Schallheim

Appointed Directors: Craig Harm and Jesse “Judge” Bourque. Voted and approved by the Board at the November 29, 2018 meeting for two terms (to expire in 2020).

2019 EXCOM: Vice-President Rich Wittstruck, Secretary Mark Schallheim, Treasurer Greg Patschke and appointee Mike Ryan.

Appointed Foundation Board of Governors: Gary Lyke and Brian Hinkley.

To rebalance the election cycles, Mark Schallheim’s term as Northwestern Regional Director was extended to 2022.

2019 AOC BOARD OF DIRECTORS

President	Muddy Watters
Vice President	Rich Wittstruck
Secretary	Mark Schallheim
Treasurer	Greg Patschke
Strategy	Mike Ryan
At Large Directors	Bob Andrews, Amanda Kammier, Greg Patschke, Mike Ryan, David Stupples, Rich Wittstruck
Regional Directors	Central Director - Keith Everly Mid-Atlantic Director - Jim Pryor Northwestern Region Director – Mark Schallheim Pacific Director - Darin Nielsen International I Director - Sue Robertson International II Director - Jeff Walsh Southern Director – Karen Brigance Mountain-Western Director - Sam Roberts Northeast Director – Glenn “Powder” Carlson
Past President	Lisa Frugé-Cirilli
Appointed Directors	Jesse "Judge" Bourque and Craig Harm

2018 SENIOR ADVISORY BOARD (SAB)

SAB was revitalized in 2018. Members are:

- Lt Gen (Ret) Robert Elder - Chair
- Lt Gen Jon Davis, USMC (Ret)
- Maj Gen Ken Israel, USAF (Ret)
- Mr. Ken Dworkin, NSA DISL (Ret)

Mr. Todd Leavitt, USN (Ret)
Mr. Mike Ryan, USA

The greatest SAB contribution is access to and influence of senior DoD leadership in support of AOC strategic objectives. Some main objectives of the SAB are to enhance the membership experience, engage key decisionmakers for advocacy of AOC positions, and identify new challenges/opportunities relevant to the Association. SAB Areas of Interest include National Strategy, Interoperability, Future Capes, EW Staff Alignment, IC-DoD, Integration, Big Concepts Rationalization, Industry Alignment, and Leadership Development.

STRATEGIC PLANNING

Vice-President Muddy Watters presented the 2018 AOC execution priorities and the five-year strategic plan to include HQ activities, advocacy and outreach, professional development, scholarships, and membership.

OpMan 14 and the Appendix A (AOC Vision, Mission, Beliefs, Objectives & Framework) and Appendix B (AOC Five-Year Strategic Plan) were approved by the Board of Directors. Details for the priorities and look ahead can be found at the end of this document.

AOC GOVERNING DOCUMENTS

AOC and AEF Governing Documents had four significant changes in 2018 which required a vote of the AOC membership. The primary changes are outlined below.

1. Amendment to the AOC Articles of Incorporation - PASSED

The membership provisions in the AOC Articles of Incorporation (from 1965) do not reflect the actual categories and rights of members as they have for some time been practiced. Articles of Incorporation only need to contain that we will have members, not the description of types of membership or their differing rights and responsibilities. Therefore, specific membership types were removed.

2. Rescinding the AOC Constitution - PASSED

When the AOC was formed in 1965 it was common to have Articles of Incorporation, Constitution and Bylaws. Now, the common practice is just Articles of Incorporation and Bylaws as there are many commonalities between the Constitution and Bylaws. Therefore, AOC abolished the Constitution in order to consolidate its provisions into the Bylaws.

3. Revision of the AOC Bylaws - PASSED

With the rescinding of the AOC Constitution, the members needed to approve a new structure by which the AOC will operate. The Board of Directors carefully considered options and developed a revised set of bylaws. Article I of these bylaws contains those parts of the AOC which would require both AOC membership and Board of Directors approval (similar to the previous Constitution). The remaining Articles are delegated to the Board of Directors for management. These articles are very similar to the previous AOC bylaws with some updates/changes to clarify areas where there might have been uncertainty or confusion.

4. Amendment to the AOC Education Foundation Articles of Incorporation

See Education Foundation Governing Documents section at the end of this document for details.

AOC OPERATION MANUALS

Several OpMans were revised during 2018, the effective dates are shown in the table below. OpMans can be found on the top menu bar (under About) of the AOC home page after you have logged in.

OpMan	Effective Date	Activity
11 – Purposes and Responsibilities	1 Feb 2017	
12 – Constitution of the Association of Old Crows		Abolished Oct 2018
13 – Bylaws of the Association of Old Crows	16 Oct 2018	Revised
14 – AOC Strategic Planning	25 July 2018	Revised
15 – Code of Ethics	19 Mar 2017	
16 – Meeting Minutes	7 Nov 2014	
17 – Board/Chapter Operations	8 Feb 2017	
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	
25 – Anti-Trust Compliance Policy	19 Mar 2017	
31 – Awards Program	13 Sept 2017	
32 – Nominations and Election Committee	12 Sept 2017	
35 – Audit and Inspection Committee	23 Jan 2014	
41 – Conference Planning, Operations, and Reporting	16 June 2017	
51 – Conducting Classified Events	2 Feb 2017	
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	
92 - Human Resource Management	11 Sept 2018	Revised

FINANCIAL STATUS

The release of the 2017 independent auditor report showed a \$465K surplus (income from operations) and that current financial operations reflect sound practices.

A neutral financial outcome is anticipated in 2018 even with unbudgeted expenses for the HQ move and losses due to the 2018 Q4 market correction. The table below shows audit report income (loss) from operations for years 2012 through 2017.

The 2018 audit is scheduled for March 25, 2019.

	2018 projected	2017	2016	2015	2014	2013	2012
Revenue	~\$3,478,000	\$3,440,150	\$3,102,935	\$3,055,950	\$3,050,688	\$2,477,071	\$3,217,415
Expenses	~\$3,478,000	\$2,975,067	\$2,831,748	\$2,715,962	\$2,419,503	\$2,417,488	\$3,653,359
Income (loss) from operations	~\$0	\$465,083	\$271,187	\$339,988	\$631,185	\$59,583	-\$435,944

Reserve Fund

The Reserve Fund balance as of December 2018 is \$4,868,100; includes the funds from the sale of the building (\$2,706,709).

AOC BUILDING

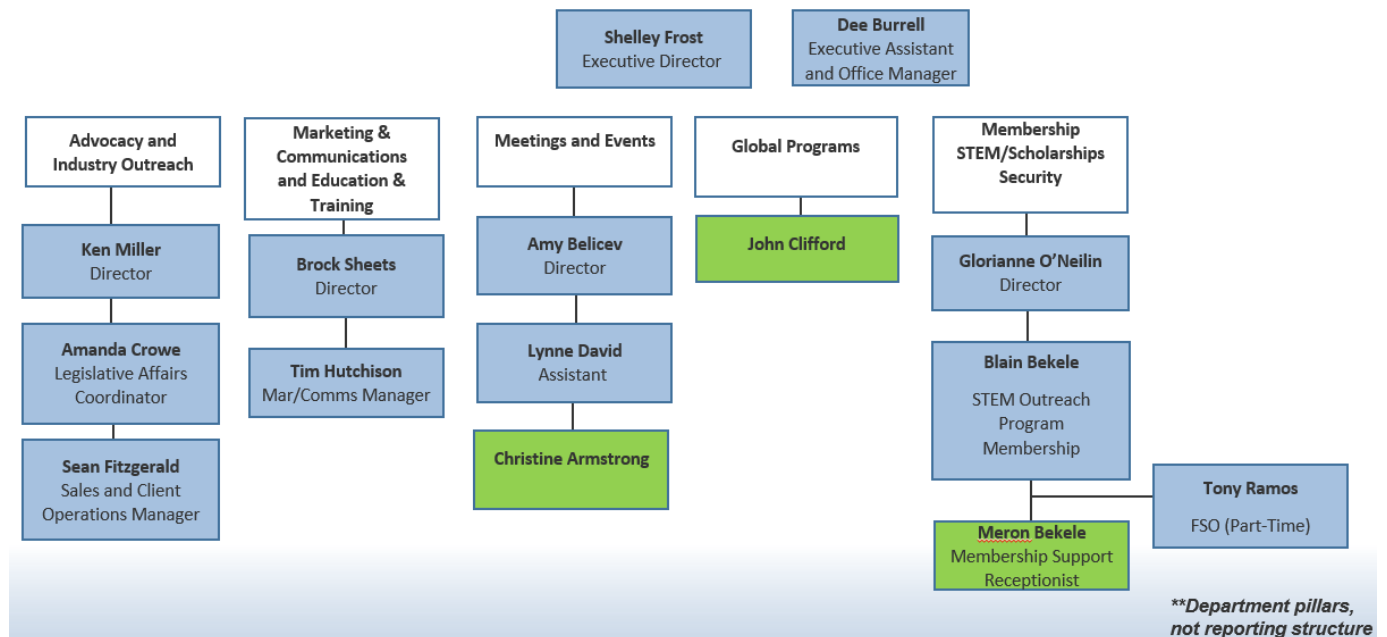
On December 15, 2017, the Board unanimously voted to accept the offer of \$2.9 million to sell the AOC office building at 1000 North Payne Street, Alexandria, VA to Concerned Women for America. The contract was signed on February 13, 2018 and settlement was on April 26, 2018. Minus settlement fees, AOC deposited \$2,706,709 into the reserve fund.

In 2018 the Board voted to find a short-term lease (approx. three years) while continuing to find a long-term solution for the HQ. AOC leased back from CWA for three months while finding the perfect home, a 2.5-year short-term lease at 1555 King Street, from August 1, 2018 to April 29, 2021.

Office was partially furnished which helped keep moving expenses to a minimum.

AOC HQ STAFF

As of December 2018, the staff is composed of twelve (12) AOC employees (11 full-time and 1 part-time), three (3) consultants. The Board of Directors approved in July the addition of up to five (5) new employees to support the additional work required in the strategic plan. An organization chart is provided below:



2018 HQ Staff Changes

2018 was another busy year for the staff with new initiatives and increased focus on providing the best association for our members. The following changes were made in 2018:

- AOC BoD approved the ED to hire up to 5 additional staff members.
 - Sales and Outreach Manager, Executive Assistant, Education Coordinator, Membership Coordinator and Exhibits Manager/Sponsorship Fulfillment.
 - Two of these positions (Sales and Exhibits) will replace an outside contractor that AOC has had in place for 15 years for selling and managing the exhibits for the annual convention. It was time to bring sales and our relationships in-house. These two positions will streamline the sponsorship and exhibit sales process for not only convention, but all activities within AOC including conferences, advocacy, virtual series, career center and STEM.
 - Metrics for these additional hires are in place to ensure our ROI.
- Amanda Crowe was hired on January 16 as the Legislative Affairs Coordinator
- Lynne David was hired on July 9 as the Meeting and Events Coordinator
- Sean Fitzgerald was hired on October 17 as the Sales and Outreach Manager
- Dee Burrell was hired on December 19 as the Executive Assistant and Office Manager
- In 2018 we had one departing employee – Cira Fear, Meeting and Events Coordinator (replaced by Lynne), who married and left the DC area.

Other Contractor Services

Outside contractor services continued in 2018 with information technology services by TSI and bookkeeping & accounting by Consultance Accounting Services.

MEMBERSHIP

Overall individual and industry memberships shows a 2% increase over last year (see table below). AOC continues to offer special membership dues incentives such as student memberships, active duty military and one-year memberships tied to certain AOC events/activities. The Membership Committee, consisted of Chairman, Brian Hinkley and Regional Directors, Joe Koesters, Jim Pryor, Darin Nielsen, Sue Robertson, Jeff Walsh, Karen Brigance, Sam Roberts, and Glenn “Powder” Carlson.

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

Membership	Dec 2018	Dec 2017	Dec 2016	Dec 2015	Dec 2014
US	10,419	10,078	10,340	10,519	10,726
International	2,643	2,722	2,493	2,416	2,261
Total	13,062	12,800	12,833	12,935	12,987
Industry	230	221	211	205	200

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 will keep metrics and track the renewals of these individuals but will need the chapters to take responsibility to engage and retain these young members.

25 and younger membership	Dec 2018	Dec 2017
Total	591	90

CHAPTERS

2018 brought AOC three new chapters to the AOC – the Condor Chapter in Chile, the revitalization of the De Ooievaar Chapter in the Netherlands and the Roma Italian Chapter.

Northwest Region – (5 chapters) – Frozen Crows Chapter, Joint Base Lewis McChord Chapter, Mile High Country Crows Chapter, Pikes Peak Roost Chapter, Whidbey Roost Chapter

Pacific – (10 chapters) – Cabrillo Crows Chapter, Diamond Head Chapter, Golden Gate Chapter, Greater LA Chapter, Mojave Green Roost Chapter, Mugu Crows Chapter, Santa Barbara Chapter, Frozen Crows Chapter, Silver State Chapter

Mountain West (9 chapters) – Cochise Roost Chapter, Billy Mitchell Chapter, Dallas Chapter, Desert Sun Roost Chapter, Fort Worth Chapter, Oklahoma Crows Chapter, Querque Chapter, Southwestern Chapter, Golden Spike Chapter

Central Region (6 chapters) – Crane Roost Chapter, Gateway Chapter, KittyHawk Chapter, Windy City Chapter, Air Capital Roost Chapter, Strategic Roost Chapter

Northeast (7 chapters) – Empire Chapter, Garden State Chapter, Granite State Chapter, Maple Leaf Chapter, Metropolitan Chapter, Niagara Frontier Chapter, Patriots’ Roost Chapter

Mid-Atlantic (8 chapters) – APG Susquehanna Chapter, Capital Club Chapter, Chesapeake Bay Roost Chapter, Dahlgren Chapter, Independence Chapter, Pax River Chapter, Tidewater Chapter, Charlie Yankee Roost Chapter

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

International I

Aardvark’s Roost Chapter (South Africa), Arctic Roost Chapter (Norway), De Ooievaar Chapter (Netherlands), India Chapter (India), Israeli Chapter (Israel), Roma Chapter (Italy), La Fayette Chapter (France), Red Baron Roost Chapter (Germany), Saudi Arabia Chapter (Saudi Arabia), Swiss Crows Chapter (Switzerland), UK Chapter, (United Kingdom), Viking Roost Chapter (Sweden)

International II

AOC Japan Chapter (Japan), Australian Chapter (Australia), Kiwi Chapter (New Zealand), ROK Roost Chapter (South Korea); Singapore Chapter (Singapore), Taipei Chapter (Taiwan, R.O.C.), Wild Parrots Roost Chapter (Brazil) and Condor Chapter (Chile)

2018 CHAPTER OF THE YEAR WINNERS

Large Category

Chapter of the Year Award (three-way tie)	UK Chapter, Dixie Crow Chapter and Kittyhawk Chapter
Excellent Chapter Award	Capitol Club Chapter

Medium Category

Chapter of the Year Award	Garden State Chapter
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Distinguished Chapter Award

APG Susquehanna Chapter, Patriots Roost Chapter,
Billy Mitchell Chapter, Palmetto Roost Chapter, Granite
State Chapter

Small Category

Chapter of the Year Award
Distinguished Chapter Award
Outstanding Chapter Award

Aardvarks Roost Chapter
Pikes Peak Roost Chapter
India Chapter

Regional Chapter Greatest Increase Award

Northeastern Region – Patriots Roost Chapter
Mid-Atlantic Region – Dahlgren Roost Chapter
Southern Region - Peachtree Roost Chapter
Central Region – Kittyhawk Chapter
Mountain-Western Region – Billy Mitchell Chapter
Pacific Region – Golden Gate Chapter
Northwestern Region – Mile High Chapter
International Region I – Israeli Chapter
International Region II – Australian Chapter

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

A chapter assistance fund was initiated in 2015 with the funds from 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 \$80,135.59. A history of disbursements is provided below:

Month/Year	Balance	Note
June 2015	\$79,791.79	Initial Funding
2015	\$78,291.79	\$1,500 total disbursements
2016	\$78,291.79	\$2,000 total disbursements
2017	\$74,041.79	\$4,250 total disbursements
2017	\$88,729.79	\$14,688 funding from closing of two chapters
2018	\$80,135.59	\$8,594.20 total disbursements

Plans are to review the funding stipulations in OpMan 74 and bring forward proposed amendments to the Board in 2019.

ANNUAL SYMPOSIUM

The Annual Symposium (aka Annual Convention) was an outstanding success in 2018. The numbers below show a strong turnout in overall attendance, booth sales and paid registrations. The Convention Committee was co-chaired by Jesse “Judge” Bourque and Glenn “Powder” Carlson.

Date – November 27-29, 2018

Theme – *“Winning the EMS Domain: A Culture Shift and a Mind Shift”*

For the fourth consecutive year, the symposium venue was held at the Marriott Marquis and DC Convention Center. New initiatives for this year’s Symposium: interactive floorplan with booth management info/support; Innovation Stage; Crow’s Nest; and Small Business Program.

	2018 (DC Conv Ctr)	2017 (DC Conv Ctr)	2016 (DC Conv Ctr)	2015 (DC Conv Ctr)	2014 (DC - Wardman Park)	2013 (DC - Wardman Park)
Booths	163	169	153	148	137	142
Companies	103	107	98	100	95	96
Paid Registrants	301	294	281	251	234	311
Full Attendance	1,870	1,633	1,550	1,580	1,273	1,627

The 2018 Symposium estimated revenue and expenses are shown in the table below.

	2018 Estimate	2017 Actual	2016 Actual	2015 Actual	2014 Actual
Paid Registrations	~\$260,500	\$263,300	\$235,541	\$216,007	\$183,175
Exhibitors (includes room rentals)	~\$952,769	\$972,272	\$868,455	\$843,575	\$768,261
Sponsors	~\$281,381	\$177,300	\$192,345	\$166,240	\$163,261
Show Daily	~\$9,750	\$17,325	\$14,575	\$23,150	\$24,075
Small Business Showcase	~\$18,000	n/a	n/a	n/a	n/a
STEM	n/a	n/a	\$6,125	\$7,575	n/a
Total Revenue	~\$1,522,400	\$1,430,197	\$1,317,041	\$1,256,547	\$1,139,184
Expenses	~\$875,000	\$699,021	\$714,856	\$684,332	\$478,088
Net Revenue/Surplus	~\$647,400	\$731,176	\$602,185	\$572,215	\$661,096

Increased marketing efforts to include personal customer invitations aided in the increase in attendance. AOC had convention advertisements in weekly e-newsletters with Defense News and Breaking Defense. AOC worked with the Washington DC Defense Attachés social club to market the event and also executed targeted promotions with LinkedIn with protentional local attendees.

2019 Symposium Site

The 2019 Symposium is scheduled for October 27-30, 2019 at the Renaissance DC and DC Convention Center. Host will again be BAE Systems.

Harris/L3 have already committed to be the host for 2020.

CONFERENCES

Five (5) conferences were held in 2018 continuing a “revitalization” since 2013 (sequestration); only one (1) conference was held in 2013. It is anticipated that AOC will host 8 conferences in 2019. Conferences were overseen by the Conference Chair, Mike Ryan.

Name of Conference	2018	2017	2016	2015	2014
Collaborative EW Symposium, Pt Mugu CA	Mar 13-15 564 attendees	April 25-27 589 attendees	April 5 – 7 556 attendees	Mar 31 – April 2 629 attendees	April 8-10 474 attendees
Capability Gaps and Enabling Technologies, Crane IN	May 8-10 266 attendees	May 9-11 242 attendees	May 10 -12 243 attendees	August 11-13 261 attendees	Nov 18-21 215 attendees
EW/Cyber Convergence, Charleston SC	June 5-7 169 attendees	June 6-8 186 attendees	June 7 – 9 172 attendees	June 2-4 148 attendees	June 3-5 163 attendees
PACOM, Honolulu, HI	Oct 9-11 233 attendees	October 17-19 223 attendees	Nov 8 – 10 204 attendees	October 20-22 187 attendees	Oct 21-23 130 attendees
CEMA, APG, MD	Oct 23-25 791 attendees	October 17-19 776 attendees	October 18 – 20 770 attendees	October 6-8 538 attendees	n/a
FMS Conference, GTRI, Atlanta GA	n/a	May 15-19 355 attendees	n/a	n/a	n/a
EMS Engineering and Acquisition, Dahlgren VA	n/a	Sept 26-28 132 attendees	Sept 20 -22 249 attendees	n/a	n/a
Modern Threats: SAMs, Huntsville AL	n/a	n/a	n/a	n/a	Sept 3-5 325 attendees
Marine Corps Spectrum Maneuver Warfare Conference, Cherry Pt, NC	n/a	n/a	n/a	October 27-28 291 attendees	n/a

The Board of Directors approved a chapter contribution model based on a three-tier approach (High/Standard/Low chapter involvement).

If Gross profit is... Greater than or equal to	Chapter Donation is....	Less than
\$0	\$2,500	\$750
\$2,500	\$7,500	\$1,500
\$7,500	\$15,000	\$3,000
\$15,000	\$30,000	\$6,000
\$30,000	\$45,000	\$10,000
\$45,000		\$15,000

Table 1. Profit-Sharing Tiers

The model incorporates a tiered approach to chapter contributions based on gross profit after consideration of all event revenue and expenses (to include AOC staff labor). It incorporates chapter donation caps as a management control measure to protect the best interests of AOC, while recognizing chapters who co-host AOC conference events. The model is both fair and equitable and can be applied to any AOC co-sponsored event whether it be local US chapters or International chapter events.

In instances where no profit is realized, or local community involvement is minimal, the profit share/split is typically lower (or eliminated) at the discretion of the Executive Director.

GLOBAL CONFERENCES

AOC conducted two (2) successful global conferences in 2018 providing \$334,149 revenue (see table below). Global Conferences were overseen by the International Advisory Committee, chaired by Jeff Walsh and members, Sue Robertson, and Bob Andrews and supported by John Clifford and conference partner Clarion.

Name of Conference	2018	2017	2016	2015	2014
EW Europe (Clarion)	June 6 – 8 Lausanne, Switzerland Profit \$305,465	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
EW Singapore (Clarion)	Jan 16 – 18 Singapore Profit \$28,684	Jan 17-19 Singapore Profit \$13,935	n/a	n/a	n/a
AOC EW Asia (Tangent Link)	n/a	n/a	Sept 20- 23 Kuala Lumpur Profit \$3,899	n/a	March 10-11 Kuala Lumpur Profit \$65,054
AOC EW Brazil (Clarion)	n/a	n/a	n/a	April 14-17 Rio Profit \$2,400	n/a

2019 Global Conference Plans

- AOC EW Asia (Clarion) – January 29-30, 2019 in Singapore
- EW Europe (Clarion) – May 13-15, 2019 in Stockholm, Sweden

PROFESSIONAL DEVELOPMENT

The AOC has embarked upon new initiatives to create exciting new educational opportunities for professional development for our members. These opportunities include business development training with MBDi and access to a master’s degree program and professional-education short courses with GTRI.

AOC has once again revitalized the discussion of a technical certification/certificate program. We are in the final stages of agreeing an MOU with GTRI to provide AOC members with intermediate-level courses in electronic warfare to augment our firmly established foundation courses and leading to a better understanding of our advanced courses. Our Learning Management System (LMS) (education.crows.org) already in place, should lay the foundation to stand-up this nascent certification program during 2019.

AOC has partnered with MBDi to deliver a Certified Customer Engagement Professional (CCEP) program. This is a regimen of HUMINT training for how better to do business development, improvement for the customer engagement mindset, skills, and process to gather and “win” more opportunities. MBDi is offering AOC members a 10% discount. The course itself has no ITAR restrictions or other limitations, so international delivery is an option. HQ will track metrics to assess the value of this program to our membership. The Department is overseen by the Education and Training Committee, which includes Chair, Darin Nielsen and David Stupples.

Due to delays in the Learning Management System (LMS) implementation in 2018, the number of courses offered declined this year. However, due to the greater marketing capability from the AMS (Association Management System) and the addition of the LMS, the number of students attending in 2018 was significantly more than 2017. (see table below).

The catalog of on-demand courses brought in a total of 4 attendees in 2018. In 2018, two (2) face-to-face courses were offered and one (1) new course was web-based. The student totals are: face-to-face = 47; web based (live) = 34; and on-demand = 4. With the Education Coordinator position due to be in place by February 1, 2019 an expanded number of web-based courses will be offered in 2019 and it is anticipated that there will be an increase in live and on-demand students.

	2018	2017	2016	2015	2014
Courses	3	5	7	8	14
Students	85	51	111	152	227

2018 Professional Development Courses

Course Name	Location (Delivery Method)	Instructor	# of Students (LIVE)	# of Students (On-demand)
Autonomous Detection and Classification of LPI Emitters	WebCourse – Adobe Connect	Dr. Phillip Pace	34	1

Electronic Countermeasures – Theory and Design	Marriott Marquis – Washington, DC	Kyle Davidson	27	NA
Space EW	Marriott Marquis – Washington, DC	Dave Adamy	20	NA

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. In 2018 a pared-down schedule produced only 12 webinars in the Virtual Series calendar. However, due to increased marketing capability from the AMS, streamlined registration processes through users' crows.org accounts, longer marketing lead-times, and a fantastic line-up of presentations, registrations, attendance, and sponsorships all climbed significantly for 2018.

With the Education Coordinator position due to be in place by February 1, 2019, an expanded number of webinars will be offered in 2019 and it is anticipated that there will be an increase in sponsorships thanks to the addition of the sales management role. Professional Development is overseen by the Education and Training Committee, which includes Chair, Darin Nielsen and David Stupples.

Date	Title	Speaker(s)	Registrations	Attendees
1/11/2018	Space EW	Dave Adamy	699	327
2/8/2018	Going from microwaves to mm-waves: what's the same, what's different	Tinus Stander (Univ. of Pretoria)	383	162
3/8/2018	3D TDOA Geolocation	Marty Moser (CRFS)	721	350
4/12/2018	Mode Design for Airborne Tactical Fire-Control Radar Systems	Dr. Phillip Pace (NPS)	331	143
5/10/2018	The Challenges of ELINT in a Dynamic Threat Environment	Andrew Owen (R&S)	459	208
6/14/2018	Requirements Engineering for EW Systems	Kyle Davidson	547	188
7/12/2018	Demystifying Radar and Jammer Range Equations	Warren du Plessis (Univ. of Pretoria)	772	292
8/9/2018	SIGINT in the Electromagnetic Spectrum	Dr. David Stupples	746	340
9/13/2018	Strategies for Deploying RFSoc Technologies for SIGINT, DRFM, and Radar Applications	Rodger Hosking	471	225
10/11/2018	Angle Deception Jamming	Kyle Davidson	651	268
11/8/2018	Spoofing GPS – Now you see it, now you don't!	Dana Goward	1035	460
12/13/2018	Demystifying Radar and Jammer Range Equations - Part 2	Warren du Plessis (Univ. of Pretoria)	535	210
Totals:	12		7350	3173

	2018	2017	2016	2015	2014
Webinars	12	16	17	18	20
Attendees	3,173	2,389	2,183	2,811	2,992
Sponsorship	\$118,982	\$90,625	\$84,750	\$135,375	\$113,425

ADVOCACY AND OUTREACH

The Advocacy and Outreach Department expanded in 2018 to include a Government Affairs Associate, Amanda Crowe, hired in January 2018, who is primarily responsible for congressional outreach, and a Sales and Outreach Manager, Sean Fitzgerald, hired in October 2018. Advocacy and Outreach is overseen by the Government and Industry Relations Committee, which includes Chairman, Jim “Hook” Pryor, and members, Sue Robertson, Rich Wittstruck, Rick Lu, Joe Koesters, and Jim Gigrich.

2018 Accomplishments/Activities

- **Congress**
 - Conducted 57 meetings with 78 unique congressional staff
 - Sent more than 9,500 emails to congressional staff via Bloomberg Government.
 - For the 2nd consecutive year, held four “101” style congressional briefings on EMSO, Intel Support for EW, Directed Energy within EMSO and Cyber Operations in the RF Spectrum. A fifth briefing on industry perspectives was cancelled due to inclement weather.
 - Developed legislative proposals for inclusion in the FY 2019 National Defense Authorization Act (NDAA)
 - Advised and assisted in the development of HR 5515, the Joint EMSO Readiness Act (JEMSORA), which was introduced by Rep. Don Bacon (NE) in April 2018.
 - AOC released a formal letter of endorsement for HR 5515
 - AOC helped secure cosponsors in House and a primary sponsor in the Senate for a companion version, S. 2949, introduced by Sen. David Perdue (GA)
 - Legislation was included in the House version of the FY 2019 NDAA
 - FY 2019 National Defense Authorization Act (NDAA) and Defense Appropriations
 - Monitored Mark-ups with HASC/SASC
 - Influenced EW-related initiatives, including Sec. 1053 to establish an EMSO Cross Function Team and a Senior Designated Official (SDO)
 - Convened inaugural Army SIGINT IPP event on Capitol Hill (July 2018)
 - Rep. Jody Hice (GA) was inaugural host
 - AOC Moderator: Mike Ryan
 - Panelist included: LTG Scott Berrier (G2), LTG Stephan Fogarty (ARCYBER), MG John B. Morrison, Commanding General, CCOE, BG Jennifer Buckner, HDQA, DCS G-3/5/7, Director, DAMO-CY, Mr. Alex Cochran, Senior Cryptologic Advisor, US Army INSCOM. Industry Solutions Forum featured keynote speaker, Mr. Kevin Sherman (OUSDI)
 - Organized Congressional Staff Program at the 55th Annual AOC Convention and Symposium, which included SME briefings and a guided tour of the Exhibit Floor.
 - AOC sponsored and assisted with the 3rd Annual Robins AFB Congressional Breakfast
 - Strengthen outreach to Senate and relevant caucuses and staff organizations, including Sens. Ted Cruz (TX), Donnelly (IN), and Heinrich (NM).
 - Legislative Tracking and Advocacy – Develop legislative/budget scorecards for advocacy activities (Bloomberg).
- **Military Outreach**
 - Visited the 55th Electronic Combat Group at Davis-Monthan AFB, including meetings with the 41st and 43rd Electronic Combat Squadrons.
 - Visited the US Army Intelligence Center of Excellence (ICOE) at Fort Huachuca, AZ, including meetings organized by the Capabilities Development Chief.
 - Attended US Army Cyber Quest at Fort Gordon (GA), including meetings with Cyber Center of Excellence (CCOE) leaders.

- Visited USMC Intel Schools (NAS Oceana, VA), including meeting with Commanding Officer.
- Continued development AOC military stakeholders list for coordinated outreach in 2019.
- Organized NAS Pax River “young engineer” program at AOC Convention and Symposium.
- Industry Outreach
 - Met regularly with representatives from key industry members, including BAE Systems, Raytheon, Lockheed Martin, Keysight, Northrop Grumman, and Government Affairs Offices
 - Conducted site visits to Photonis (PA), L3 (CA), LMCO (NY), Nask (VA)
 - Established SIGINT Industry Partnership Project
 - Plan to establish four (4) additional IPPs in 2019, including Vacuum Electron Devices, Self-Protection/ASE, Test and Training, and Core Enabling Technologies.
 - Conducted organizational VED IPP meeting at AOC Convention and Symposium
 - Advanced partnership with the Directed Energy Professional Society (DEPS), including exhibit booth exchange and development of symposium session at respective annual shows.
- AOC Issue Papers – Drafted/released Army SIGINT Issue Report and Issue Brief of Compass Call.
- General
 - Continued monthly Advocacy Newsletter for AOC Membership
 - Initiated monthly congressional staff newsletter

MARKETING & COMMUNICATIONS

New AMS and crows.org

The new Association Management Software (AMS), YourMembership, went live on 1/2/2018. Throughout the year, the entire AOC staff has worked diligently to build out the capabilities within this system. Some of the benefits of this migration to a new site are detailed below:

- Enlarged email audience
 - Enabled users to create nuanced, customized subscription preferences within the myriad of AOC offerings
 - General Data Protection Regulation (GDPR) compliant
- Single-sign-on for the following membership benefits:
 - Chapter & Special Interest groups
 - Board & Committee groups
 - Online JED access
 - Webinar registrations
 - On-demand webinar viewing
 - Conference registrations
 - Course registrations
 - Membership profile renewal and updates
- On the back end of the new AMS are greater benefits for Chapter Officers, including:
 - The ability for to run up to date member reports
 - Communicate directly to chapter members through the AMS which protects member data

- Chapters can host their own website at no charged
- Calendar for Chapter events

The migration to the new AMS also came with a completely new, redesigned website. The new crows.org is completely mobile-responsive and modern in its appearance and functionality. The redesign also came with a branded event microsite (55.crows.org) that functioned to highly elevate the appearance of the Annual Symposium & Convention for years to come.

AOC Career Center

The new AOC Career Center (careers.crows.org) went live in March 2018 and the response has been fantastic. The new career center has become a source for additional non-dues revenue and serves to further position the AOC as the best place to come for EMSO, CEMA, & IO talent. Some highlights can be seen below (YTD as of 12/20/18):

- 23,054 job views
- 82 job postings
- \$65,059 gross sales (includes pre-orders of annual posting packages)
- \$12,499 net revenue to the AOC

Naylor Communications - Journal of Electronic Defense (JED) and eCrow

AOC renewed its contract with Naylor Communications to produce the weekly electronic newsletter *e-Crow* on our behalf. The contract will expire January 31, 2020. The contract with Naylor Communications as the publisher of the *Journal of Electronic Defense* will expire in 2024.

Many government/legislative office addresses were added to the Naylor *JED* complimentary distribution.

Marketing and Communications is overseen by the Communications Committee, chaired by Amanda Kammier.

SECURITY

Tony Ramos, FSO and Glorianne O’Neilin, Assistant FSO, have set up the National Industrial Security System (NISS) for the AOC and both completed the required NISS training. All AOC staff completed their annual security training.

2018 AWARDS

- | | |
|------------------------------------------------------|----------------------------------------------------------------------------|
| AOC Gold Medal Recipient | Dr. William Conley, SES |
| The Hal Gershanoff Silver Medal Award Recipient | Mr. Mark Schallheim |
| Col Anton D. Brees Lifetime Service Award Recipients | Mr. Ian Fish and Mr. Tore Belsnes |
| Joseph W. Kearney Pioneer Award Recipient | Mr. Carl Guerreri |
| AOC Technology Hall of Fame Recipients | Mr. James Morris, Mr. Edward Eberl, Mr. William Ogden, and Mr. David Noyes |
| A.C. McMullin Electronic Attack Award | CTR2 Justin Shaff, USN |
| Jerry Sowell Electronic Protect Award | Mr. Anand Dave |
| John Marks Electronic Warfare Support Award | Dr. Anne Pavy |
| Electromagnetic (EM) Battle Management Award | Captain Kevin Voss, USA |
| Jeffrey B. Jones Cyber Operations Award | LTC Linda Riedel, USA |

Electro-Optical/Infra-Red Award	Mr. Kenneth Stuart
Spec 4 James Davis Maintenance Award	Staff Sergeant Zane Romick, USAF
CTTCM Clay A Conner Training Award	Mr. Timothy O'Conner
Stanley B. Hall Executive Management Award	Mr. John Carr
Clark G. Fiester Program Management Award	Maj Jonathan Williams, USAF
Integrated Product Team Award	Standoff Munitions Application Center
Test & Evaluation Award	Stratomist Project Team
International Achievement	Mr. Arthur Tulak
Military Service Award - Air Force	Captain Gregory Harris, USAF
Military Service Award - Army	Captain Keith Ligman, USA
Military Service Award - Coast Guard	CDR Steve Bird, USCG
Military Service Award - Marine Corps	Captain Scott Wilder, USMC
Military Service Award - Navy	CDR Michael Herlands, USN
Military Service Award – International	Master Air Crew John Anderson, RAF
Outstanding Unit Award – Army	780 Military Intelligence Brigade
Outstanding Unit Award – Marine Corps (AEW)	VAQ-3
Outstanding Unit Award – Marine Corps (IO/Cyber)	Marine Corps Red Team
Outstanding Unit Award – Navy (Shore)	Commander, U.S Sixth Fleet
Outstanding Unit Award – Navy (Air)	VAQ 139
Outstanding Unit Award – Navy (Surface)	USS Hopper (DDG 70)
Board of Directors Award	Wg Cdr John M. Clifford, OBE

AOC EDUCATION FOUNDATION

2018 AOC Education Foundation Board of Governors

President	Lisa Frugé-Cirilli
President-Elect	Muddy Watters
Secretary	Jesse "Judge" Bourque
Treasurer	Greg Patschke
At Large Directors	Jesse "Judge" Bourque, Amanda Kammier, Dean Ebert, Greg Patschke, David Stupples, Mike Ryan
Regional Directors	Central Director - Joseph Koesters Mid-Atlantic Director - Jim Pryor Northwestern Region Director – Brian Hinkley Pacific Director - Darin Nielsen International I Director - Sue Robertson International II Director - Jeff Walsh Southern Director – Karen Brigance Mountain-Western Director - Sam Roberts Northeast Director – Glenn "Powder" Carlson
Past President	Dave Hime
Appointed Directors	Gary Lyke and Brian Hinkley
AOC Foundation Governors	- Robert Andrews and Rich Wittstruck

2018 AOC Board of Governors Meetings

There were four (4) face-to-face Board of Governors meetings.

Date	Description
11-12 March	Face-to-Face (Pt Mugu, CA)
18-19 June	Face-to-Face (AOC Headquarters)
11-12 September	Face-to-Face (AOC Headquarters)
25-26 Nov and 29 Nov	Face-to-Face (AOC Symposium - Washington, DC)

2019 Education Foundation Board of Governors

During the At Large Directors were removed from the BoG

President	Muddy Watters
Vice President	Rich Wittstruck
Secretary	Mark Schallheim
Treasurer	Greg Patschke
Strategy	Mike Ryan
Regional Directors	Central Director - Keith Everly Mid-Atlantic Director - Jim Pryor Northwestern Region Director – Mark Schallheim Pacific Director - Darin Nielsen International I Director - Sue Robertson International II Director - Jeff Walsh Southern Director – Karen Brigance Mountain-Western Director - Sam Roberts Northeast Director – Glenn “Powder” Carlson
Past President	Lisa Frugé-Cirilli
Appointed Directors	Gary Lyke and Brian Hinkley

FOUNDATION GOVERNING DOCUMENTS

The Education Foundation Governing Documents had a change in the Articles of Incorporation in 2018 which required a vote of the AOC membership. The primary changes are outlined below:

4. Amendment to the AOC Foundation Articles of Incorporation - PASSED

Changes the official membership of the AEF to the Board of Governors. Formerly the membership was all AOC members. If all AOC members are members of the Foundation, then any changes require the approval of more than half the members. Since the majority of elections do not exceed 10% participation, this change is needed so that the AEF can adjust when needed. Reduces the size of the BoG slightly. Membership will be AOC EXCOM, Regional Directors, immediate past president and 1-2 appointed governors; this reduces the size by ~5-6 members. It also clarified procedures to replace BoG members when there is an open position for any reason.

SCHOLARSHIPS

In 2018, the AOC, made possible by a \$25,000 donation from Raytheon, awarded two \$12,500 scholarships to:

- 1) Mr. Eugene DeNezza from Embry-Riddle Aeronautical University
- 2) Ryan Loehrlein from Southern Indian University.

AOC partnered with an independent group at the Education and Training Center in Boston to review the 27 applications and select two winners.

AOC Chapters gave out approximately \$180,000 in scholarship money in 2018. Between HQ and Chapters, approximately 160 individuals received some form of a scholarship.

FINANCIAL STATUS

The AOC Foundation balance as of December 2018 is \$188,915 which includes \$25,000 donated by Raytheon for the 2019 scholarships.

Month/Yr	Balance	Note
Jan 2018	\$161,869.18	\$15 deposits from member contributions
Feb	\$161,896.36	\$27.18 deposits from Amazon Smile
Mar	\$167,903.66	\$5,380 deposit from closing the Research and Studies checking account
Apr	\$168,238.66	\$335 deposits from member contributions
May	\$168,481.01	\$242.35 deposits from member contributions and Amazon Smile
June	\$168,956.01	\$475 deposits from member contributions
July	\$169,346.01	\$390 deposits from member contributions
Aug	\$146,059.81	\$25K disbursement made in two (2) \$12,500 checks to Raytheon scholarship awardees; \$1713 deposits from member contributions and Amazon Smile
Sept	\$149,019.81	\$2,960 deposits from member contributions
Oct	\$184,908.81	\$25,000 deposit from Raytheon (scholarships); disbursement made to the judges of the 2018 Raytheon scholarship; \$11,389 donations from members and from Amazon Smile
Nov	\$184,908.81	No activity
Dec	\$188,915.65	\$4,105.80 deposits from member contributions

STEM PROGRAM

STEM Vision:

Investment and development of our "young" crows through EMS STEM education programs, mentorships, and AOC events encouraging collaboration while ensuring successful growth of our "EMS Leaders of Tomorrow".

STEM Mission:

The Association of Old Crows Education Foundation 501 (c)(3) organization provides a dedicated venue for AOC Chapters to post EMS STEM events fostering open communication and the sharing of ideas through our AOC website, Subject Matter Experts (SMEs) and by hosting global STEM events to include the Annual Convention to promote our chapters, academia, industry and government.

For the fourth 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." 2018 had a huge jump in student attendance as well as static displays. The drape that divides the STEM area from the official AOC exhibit floor was removed and attendees were able to see the students interacting with the learning stations and displays. They even had a visit from Mr. Dana Deasy, DoD, Chief Information Officer, who enjoyed the hands-on activities. The table below provides details.

Participant	2018	2017	2016	2015
High Schools	18	12	8	8
Students	1,067	459	580	300
Individual Parents with Child	132	21	10	Unknown
College Recruiting Stations	8	0	5	12
Static Displays	35	16	16	16

2019 LOOK AHEAD

Areas requiring attention in 2019 are outlined below (no particular order).

1. Continue to expand awards participation
 - a. More representation from all services on the Awards Committee
 - b. More submissions
 - c. Better marketing
 - d. More chapter involvement
 - e. Refine the voting procedure for Board approved awards
2. Support development of a comprehensive professional education program (curriculum)
 - a. Identify appropriate courses (course content, provider/instructor, delivery method, etc.)
 - b. Define basic parameters of proposed "certification" program
3. Develop AOC Professional Certification Education
 - a. Define Levels Develop Courses/requirements
 - b. Select Candidates
 - c. Coordinate with Industry & Labs
 - d. AOC should develop two more professional courses for the intermediate level and one more course for the foundation level
4. Educational Webinars
 - a. Increase Sponsorships
 - b. Keep frequency to once a month
 - c. Seek out more Qualified Instructors and topics
5. Increase Membership
 - a. Individual membership by 2% (current 13,062) – goal is to increase to 13,323 (261 more individual members) by the end of 2019
 - i. Identify new initiatives JSF, UAS, Universities, etc.
 - b. Industry membership by 5 companies (current 230) – goal is to increase to 235 by the end of 2019
 - c. Establish/renew 1 U.S. Chapter and 1 International Chapter
 - d. RETENTION – falls to the chapters – how can HQ help?
 - e. Member Benefits – continue to improve member benefits
 - f. Add additional staff resource
6. Continued Chapter Outreach
 - a. Directors continue attending chapter activities/functions
 - b. Listening to our Chapters/Membership is a main priority
7. Continue Congressional Education – both staff and members of Congress.
8. Continue to keep Chapters informed about Capitol Hill, including weekly alerts/updates and congressional recess advocacy resources
9. Board Governance
 - a. Review and Update OpMan 14 Appendices (Strategy, one-year and five-year plans)
 - b. Review and update other OpMans as needed
 - c. Develop/Refine Committee Charters

10. Develop a standardization brief for AOC Leadership that clearly states and defines focus areas/Priorities/Through Leadership – Muddy Watters to lead
11. STEM Education/Scholarships funding needs to be increased
 - a. Determine requirements/future needs
 - b. HQ staffing Requirements
 - c. Establish necessary submission method and documentation of tax deductible donations
12. Increase booth sales and sponsorship by 10% - goal for 2019 \$2.8 M
13. Develop Communications strategic plan and prioritized roadmap for communications
 - a. Identify additional opportunities, media and venues for communications