



# **OpMan 14 – Appendix A**

## **2024 ANNUAL OPERATING PLAN**

*APPROVED 12/10/23*

### **INTRODUCTION**

This document sets forth AOC’s Annual Operating Plan (AOP) for the calendar year 2024 (from 1 January 2024 to 31 December 2024). This AOP is in conjunction with the Five-Year Strategic Plan (2022-2026) and details the 2024 roadmap to execute the Board approved strategic goals. The AOP enables Board members, Committees, Executive Director, and staff to have a common understanding of the overall objectives for the year.

The AOP takes into consideration budget and human resource constraints, compliments the AOC Five Year Strategic Plan, and guides committee and staff work plans for the year. It provides specific *tactical priorities* for the year that advance our association goals. The AOP identifies budget and staffing requirements for their execution and delineates the roles of committees and staff members as well as time frames for their completion. Progress towards achieving the annual goals will be tracked and presented at a minimum at each BoD Face-to-Face meeting to help focus on human and financial resource priorities, ensure governance and leadership accountability, provide directional clarity, specify expectations, and enable the collective AOC Board of Directors and Staff to work towards achieving these goals.

### **5-YEAR GOALS**

It is our mission to educate, connect, and advocate on behalf of members and stakeholders in the global electromagnetic warfare community. With that in mind, these are five strategic goals to become the AOC that we want to become in 2026 and beyond.

- Grow our global membership commensurate with our market to reach at least 20,000 individual members and 350 industry members by 2026.
- Build an advocacy and communications enterprise to deliver timely and professional resources and support to stakeholders.
- Diversify streams of revenue to strengthen our ability to adapt to changing business environments.
- Strengthen international programs to reflect our global presence by increasing international membership, enhancing membership experience, and developing a plan to improve member engagement.
- Grow professional development certification and STEM programs in accordance with recently established roadmaps.

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### **2024 STRATEGIC OBJECTIVES AND 2025-2026 FLIGHT PLAN**

The following are specific objectives for execution in 2024 to achieve the goals set forth in AOC’s 5-year strategy. Each objective is accompanied by a “Flight Plan 2025” to identify how each objective provides a foundation for future objectives in 2025 and beyond. The purpose is to directly link 2024 objectives to 2025 plans to provide justification and emphasize long-range planning/development.

## **MEMBERSHIP EXPANSION**

**Goal:** Grow our global membership to commensurate with our market.

- M1 Utilize new database and website for HQ and Chapters (Impexium and Billhighway).
- Ensure the databases and websites meet or exceed performance expectations.
  - Maintain high-quality data (including demographics) to support accurate reporting and decision-making.
    - Train staff in data analytics and verify clean data through monthly checks.
  - Explore opportunities to further integrate the database with other systems and expand its use across the organization.
- 2025 Flight Plan – continue to focus on optimizing database performance, leveraging its capabilities for strategic purposes, and ensuring long-term sustainability.
- 2026 Flight Plan – continue to enhance the quality and accuracy of our data.
- M2 Implement the new membership model/structures based on the 2023 McKinley Assessment
- Create messaging for new member structures.
    - Create a campaign for all audiences (current members and non-members & individuals and industry)
    - Educate staff, Board members, and Chapter officers.
  - Monitor the renewal rates and compare them to historical data. Quarterly reports on renewals (individual and industry) to assess if the new model is working.
    - Aim for a 5% increase in renewal rates within the next year.
    - If tracking is down compared to previous years, implement a structured feedback collection process to understand the reasons for non-renewal.
- 2025 Flight Plan – continue to monitor and report on the renewal rates.
- M3 Develop and execute a strategy for membership outreach and retention.
- Outreach includes direct mail, phone calls, and personalized contact.
  - Encourage Chapters to use the tools for recruitment and retention and not rely on HQ staff.
    - Establish recruitment and retention goals for chapters and have Regional Directors report quarterly on these goals.
  - Outreach and recruitment to the operational community; develop relationships.
    - MAGTF, Army, Compass Call, and Growler communities
  - Outreach corporate partnerships leverage those large corporate relationships.
    - Board/EXCOM to start the outreach to industry.
- 2025 Flight Plan – Hire a Corporate Partner Staff position to focus on Industry Relationships.
- 2025 Flight Plan - develop and implement a strategy for reaching the 600+ companies in the SIGINT Guide
- 2026 Flight Plan
- M4 Evaluate and Reform Chapter Programs
- Decide to either eliminate or overhaul the Chapter of the Year program to be inclusive and adaptable for all AOC chapters.
  - Provide guidance to help chapters build unique programs in response to their local needs.
    - Regional Directors to help chapters understand they can create their own programs and initiatives that target their local community.
  - Strengthen chapter engagement and connectivity to access and leverage chapter activities and resources outside of their geographic region.

- Reform the Chapter Rebate program.
  - Membership Committee to properly allocate funds to chapters where it is truly needed. Do we remove the blanket rebate?

## **ADVOCACY AND COMMUNICATIONS ENTERPRISE**

**Goal:** Build an advocacy and communications enterprise to deliver timely and professional resources and support to stakeholders.

- A1 Sustain the creation and distribution of original content to complement the *JED* and other AOC/Naylor products
- Develop and distribute original content monthly including articles, issue briefs, and reports.
  - Establish relationships with defense and national security journalists and relevant public affairs offices who currently cover topics important to AOC.
    - Regular outreach throughout
  - Assist in the transition of the JED Editorial Advisory Board to an AOC Standing Committee.
    - Hold meetings with stakeholders including in-person forums throughout the year.
  - Build a relationship with Freightwaves to learn how to translate programs and services to a non-profit environment.
- 2025 Flight Plan – Refine the *JED* Editorial Advisory Board and the relationship with Freightwaves
- 2026 Flight Plan – monetize the above bullets.
- A2 Continue to build the congressional outreach and education program.
- Focus congressional outreach on the value of STEM opportunities and gain inclusion of EMS into educational curriculums.
  - Create regular engagement with the U.S. Congress via formal submission of Requests for Information (RFIs), budget and policy analysis, and questions for the record.
    - Congressional hearing prep work – Forza DC
  - Establish an independent 501(c)4 political action committee to improve outreach to select Members of Congress and staff on the voluntary behalf of the AOC membership in the U.S.
    - Educate the staff and Board on guidelines, affiliation, and voluntary (opt-in) participation of U.S. members only in the PAC.
    - Establish a Board of Directors for the 501(c)4 and third-party administrative support to solicit funds.
- 2025 Flight Plan – Continue to grow and fund the 501(c)4.
- 2026 Flight Plan – 501(c)4 is actively contributing to key congressional races in support of EW.
- A3 Establish a Technical Advisory Committee to determine regular technical deliverables for distribution to AOC members, global stakeholders, and other organization conferences, including NATO Subgroup 2.
- Senior Analyst to establish the committee of SMEs.
  - Develop a list of technical topics or subject areas and work with AOC staff to determine relevant deliverables ranging from presentation to technical report.

- Identify opportunities for the distribution of technical presentations or materials, including opportunities outside of the AOC, including DOD Workshops and NATO Subgroup 2 meetings.
  - Manage external Call for Papers upon request to present at external conferences/events.
- 2025 Flight Plan – Regularly interface with external military organizations for SME’s.

A4 The AOC History Committee to develop and execute history initiatives.

- Support the 60<sup>th</sup> Anniversary initiatives to include JED and an online history webpage.
  - Develop an archival process for AOC historical content.
  - Develop a history panel at the 2025 convention.
- 2025 Flight Plan – determine the way ahead for AOC history initiatives.
- 2025 Flight Plan – become a self-sustaining committee without staff support.

### **DIVERSIFY STREAMS OF REVENUE**

**Goal:** Diversify streams of revenue to strengthen our ability to adapt to changing business environments.

D1 Build on the success of AOC Podcasts – *From the Crows’ Nest (FTCN)* and *History of Crows (HOC)*

- Expand the guest list to include the operational community, including young shipmen, airmen, soldiers, etc. First-person singulars; military units – boots on the ground; Military unit award winners – what they did to win the award.
  - Execute subscription model *FTCN* to enhance the listener experience, to include live questions, analysis, and additional episodes.
  - Grow the regular live stream programming via X Spaces and other social media outlets.
- 2025 Flight Plan – Investigate an AOC Channel - Live Stream Video of the *FTCN* podcast.
- 2026 Flight Plan – Begin to see the financial reward for podcast series.

D2 Expand our reach into adjacent markets to grow potential event opportunities (workshops, conferences, etc)

- Execute at least two workshops; Possibly co-locate an event with a Consortium or OTA (other transaction authority); select adjacent markets, including space, AI/ML, CUAS, test, and evaluation at Nellis.
    - Possibly Albuquerque and partner with DEPS
    - San Antonio, with military stakeholders and industry partners
    - Explore opportunities with Space EW stakeholders.
  - Investigate a partnership with EW Live and establish a possible workshop in conjunction with the event.
  - Execute at least a classified workshop with the UK Defence Academy or NATO Subgroup 2
    - Build at least one (1) international workshop (non-compete with AOC Europe) focused on global defense industrial base policy by 2025.
- 2025 Flight Plan – Bring AOC Europe in-house.
- 2026 Flight Plan – AOC Europe

D3 Investigate the feasibility of a monthly or quarterly advocacy report with a subscription model for updates to the defense budget, major policy developments, and market trends.

- Update defense budget matrix.

- Create a test version of quarterly report and send to potential stakeholders for feedback to determine the financial opportunities.
- Develop structure and determine how to monetize the product.
- 2025 Flight Plan – Execute a monetization plan if decided this is a good product.
- 2026 Flight Plan –

## **INTERNATIONAL EXPANSION**

**Goal:** Strengthen international programs to reflect our global presence by increasing international membership, enhancing membership experience, and developing a plan to improve member engagement.

- I1 Increase AOC stakeholder outreach to international chapters and events.
- Increase attendance by appropriate AOC staff at AOC Europe, AOC Asia, or other events with international participation such as AOC PACOM or NATO SubGroup 2 meetings.
    - Need to budget appropriately for travel
    - Develop relationships with international industry partners (live streaming interviews, articles, or other opportunities to expand their reach into AOC membership base).
    - Develop podcasts and roundtable discussions at AOC Europe.
  - Explore opportunities for expanding conferences for stakeholders in Asia.
    - Support International Region II Chapter events with in-person AOC speakers (Australia, S Korea, and Japan)
    - Investigate possible workshop/conference in conjunction with Singapore Air Show.
    - Investigate AOC Asia Virtual Conference
    - Investigate possible partnership with Diamondhead Chapter or a stand-alone workshop/conference in Hawaii as a neutral location for Asian stakeholders.
      - EMSO angle focused on International II Region
- 2025 Flight Plan – execute AOC Europe
  - 2025 Flight Plan – Compile data (attendance, exhibitors, and revenue) from previous AOC Europe to determine reasonable 5-year growth goals.
  - 2026 Flight Plan – align messaging to ensure suitability for international audiences.
- I2 Build on the relationship with NATO Subgroup 2.
- Hold a NATO Secret conference in Fall 2024.
  - SG2 members to participate in podcasts.
  - Contribute a presentation and participate in their semi-annual meeting.
    - Budget for 1-2 staff travel depending on the meeting schedule and location.
- 2025 Flight Plan – Annual NATO Secret Conference.
  - 2026 Flight Plan
- I3 Evaluate staffing and resources to grow international programs.
- Hire staff to fully support AOC Europe and determine needs for future years.
- 2025 Flight Plan – AOC Europe and partnership with EW Live, AOC Asia.
  - 2026 Flight Plan – AOC Europe and continued partnership with EW Live

## EDUCATE

**Goal:** Grow professional development certification and STEM programs by recently established roadmaps.

- E1 Implement the roadmap determined by the 2023 McKinley Assessment
- Revamp and implement the AOC certification program.
    - Have the framework built and approved by the Board by June 2024.
    - Determine which educational courses will be internal and which ones will be external.
  - Possible rebranding of CSEW to align with current DOD policies
  - Develop face-to-face courses to be held at the 2024 Annual Convention
  - Determine the requirement/audience desire for separate technical and operational EMSO certifications
- 2025 Flight Plan – Continue to implement and refine.
- 2026 Flight Plan
- E2 Build relationships and partnerships with NDU, Stevens Technical University, USSTRATCOM/JEWC
- Determine, negotiate, and establish a formal partnership with Stevens Technical University
    - Predominantly for industry members with member discounts
    - Investigate possible scholarships for military and government.
    - Outreach and marketing to industry partners for this program
  - Determine and establish a partnership with the National Defense University (NDU)
    - Recommend an accredited EMSO Professional graduate certificate program for DOD members.
  - Investigate how to engage USSTRATCOM/JEWC to develop and implement an education certification program. Help them realize and recognize the importance of accrediting AOC's certification program.
    - Determine how to tie it all together so it is meaningful.
- 2025 Flight Plan – continue to advocate with NDU for the creation of an accredited certification program.
- 2025 Flight Plan – establish certification programs with other FFRDC schools.
- 2026 Flight Plan – US nationally recognized certification program
- E3 Investigate the NATO training and certification roadmap for EMSO professionals.
- NATO course in Oberammergau – explore how the course certification is set up.
    - How do we model ours after that event.
- 2025 Flight Plan – Internationally recognized certification program
- E4 Develop a comprehensive webinar schedule that provides relevant and valuable content to our members.
- Adapt or adjust to the change in webinars being a member benefit and charging non-members to attend.
  - Content available for marketing for 24 webinars (2 per month) to begin 6-8 months in advance for sponsorship opportunities.
- 2025 Flight Plan – have the full schedule 12 months in advance for sponsorships.
- E5 Determine how to support STEM with chapters and industry.
- Focus congressional outreach on the value of STEM opportunities and gain inclusion of EMS into educational curriculums.
  - Work with industry partners – Identify gaps in current STEM program students entering the workforce.
  - Interface with Chapters – Discover local STEM programs to add EMSO education.

- 2025 Flight Plan – Chapters are involved in local STEM programs to add EMSO education.
- 2026 Flight Plan – The success of congressional outreach realized through increased EMS education in primary schools