



2025 ANNUAL OPERATING PLAN

DRAFT as of 12/2/2024

INTRODUCTION

This document sets forth AOC's Annual Operating Plan (AOP) for the calendar year 2025 (from January 1, 2025, to December 31, 2025). This AOP is in conjunction with the Five-Year Strategic Plan (2022-2026) and details the 2025 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.

2025 STRATEGIC OBJECTIVES AND 2025-2026 FLIGHT PLAN

The following are specific objectives for execution in 2025 to achieve the goals set forth in AOC's 5-year strategy. Each objective is accompanied by a "Flight Plan 2026" to identify how each objective provides a foundation for future objectives in 2026 and beyond. The purpose is to directly link 2025 objectives to 2026 plans to provide justification and emphasize long-range planning/development.

MEMBERSHIP EXPANSION

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

- Realign the membership department to optimize team specialization, enhancing chapter support, and improving member retention and outreach efforts to drive engagement and growth
 - Glorianne and Meron – Chapter Focused (concentrate on revitalization/maintaining chapters and training on how to retain and recruit at the chapter level)
 - Megan and Joe - Recruitment/Retention (renewal/new members) (Quarterly Campaigns)
 - 2026 Flight Plan – Chapters will be more involved in the retention and recruitment process.

- Develop and execute a strategy for all membership types (Groups, Partners, Military, University Young Crow Groups)
 - Develop a comprehensive member retention strategy by March 2025, with quarterly targets to reduce attrition by 10% compared to 2024
 - Launch three targeted outreach campaigns by June 2025, focusing on lapsed members, high-potential new markets, and under-engaged segments.
 - Develop campaigns for Chapters to reach out to Groups/Organizations.
 - Walk around at every AOC Event to speak to both organization members and non-members (thanking them for being a member/discussing their list.) and Non-Members (Reasons to Join)
 - Have guest speakers for the University Group(s).
 - Chapters to reach out to the Universities in their area that they already have connections with to get a student group started.
 - 2026 Flight Plan – increase retention rate

- Continue utilizing and increasing chapter usage of databases and websites (Impexium and Billhighway).
 - Use Impexium database to our advantage to find prospects (Both AOC HQ and Chapter outreach)
 - Work with other departments on non-members from events and courses for chapters for outreach
 - 2026 Flight Plan – continue chapter growth and maintain chapter self-sufficiency

- Increase Chapter outreach, participation, and growth
 - Hold Chapter Officer and AOC President Quarterly Meetings
 - Create a bi-monthly or quarterly chapter newsletter (including best practices and guidelines for member engagement)
 - Quarterly Regional Meetings to provide training and foster collaboration among chapter leaders
 - More travel to in-person Chapter Meetings/Events. Tag on chapter visits with other events/trade show meetings travel.
 - Regional Director travel and more involvement.
 - More chapter promotion – AOC News/Chapter Tables.
 - More AOC Leadership presence at the larger chapter conferences.
 - 2026 Flight Plan – TBD

- Explore how to expand the Future Leaders initiatives and create a new Empowering Women in EW committee
 - Establish a Strategic Framework: Conduct monthly committee meetings to support Future Leaders initiatives, finalize a comprehensive strategic plan by the end of Q1
 - Refine and optimize the strategic plan implementation during Q2

- Roll out incremental implementations of the strategic plan in Q3 and Q4, ensuring continuous progress and adaptation as needed
- Create and implement effective recruitment plans throughout the year to support strategic initiatives
- 2026 Flight Plan – hold mini event(s) in conjunction with Symposium

ADVOCACY AND COMMUNICATIONS ENTERPRISE

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

- Expand the congressional outreach and education program
 - Congressional educational briefings (goal of 4 in 2025)
 - EW budget/policy analysis; Update the EW Budget matrix
 - Establishment of the AOC Political Action Committee - contribute to candidates in Q4 2025
 - Establish a viable legislative agenda for Congress (requires lobbying)
 - Engagement with EWWG members
 - 2026 Flight Plan – PAC – hold an event and contribute to candidates in Q4 2025
- Establish the Advocacy and Technical Advisory (ATA) Committee, formerly the Advocacy and Outreach Committee
 - Provide SME guidance for program deliverables
 - Develop a bi-monthly or quarterly newsletter
 - 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 – 2026 or 2027
 - Determine technical deliverables for original content
 - CRADA execution
 - Podcast support for guests and content
 - Establish the committee of SMEs.
 - 2026 Flight Plan – TBD
- Develop strategic public relations with government and industry stakeholders, including journalists, public affairs officers, relevant podcasts, and industry communications teams.
 - Expand reach – get to know who these people are. Journalist roundtables to help shape articles.
 - Establish a Journalist Roundtable (quarterly?)
 - Build Industry comms and Defense-related Public Affairs outreach plan
 - 2026 Flight Plan – TBD
- Advance AOC History initiatives
 - Restart the History of Crows podcast with a minimum 3 episodes in 2025
 - Establish the History Committee as a permanent standing committee.
 - Reestablish First Person Singular contributions or an oral history project.
 - Write AOC History articles for the JED once a quarter for 2025.
 - Determine the way ahead for the History of EW: Volume IV; find a new author to write the book.

- Review digital interviews from the 80's and 90's.
- Consider having a history track with 2-3 history briefs at the convention; the committee to have a plan by June 2025 for the Symposium Chair to consider.
- 2026 Flight Plan – Continue with the production of History of EW: Volume IV; what funding is required?
- 2026 Flight Plan – Start planning the 75th Anniversary Coffee Table Book (2039); general outline, start filing photos and articles.

DIVERSIFY STREAMS OF REVENUE

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

- Grow and develop audiences for the FTCN family of podcasts, including our regular, subscription, FTCN Live, and CTO Series
 - Increase monthly downloads across regular and subscription podcasts to 10K/mth
 - Build/execute up to 3 CTO Series
 - Expand the use of other social media platforms, including YouTube and LinkedIn
 - Build subscription participation and revenue generation.
 - 2026 Flight Plan – TBD
- 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.
 - Continue partnership with EW Live to establish a workshop in conjunction with the event.
 - Execute at least a classified workshop with the UK Defense 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.
 - 2026 Flight Plan – TBD

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.

- Successfully transition and execute AOC Europe
 - Ensure seamless integration with AOC's processes, maintaining or exceeding past event standards.
 - Increase sponsorship and attendance compared to 2024.
 - Meet or exceed financial objectives.
 - 2026 Flight Plan – Continue to build on the success of AOC Europe.

- 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.
 - Develop relationships with international industry partners (live streaming interviews, articles, or other opportunities to expand their reach into AOC membership base).
 - Continue to execute 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) upon request from the host chapter.
 - Investigate AOC Asia Virtual Conference
 - Investigate a 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
 - 2026 Flight Plan – TBD
- Expand relationship across NATO entities.
 - Establish AOC-led classified conference for SG2.
 - include NATO speakers in podcasts
 - build a closer relationship with NATO ACG3
 - 2026 Flight Plan – Continue to build on the partnership

EDUCATE

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

- Continue implementation and usage of data from the roadmap determined by the 2023 McKinley Assessment
 - Align current content offerings with member and customer demand
 - Alignment to include: Audiences, content type, educational format (webinar, onsite, OnDemand)
 - Evaluate the success of the 2024 pre-convention courses
 - Allow attendees to register for the courses at the same time they are registering for the convention, making it one transaction
 - Distribute post-session surveys to all attendees
 - Review ROI of the pre-convention courses based on attendance, topic, and speaker
 - Assess current content library to determine what courses should continue and/or archived
 - 2026 Flight Plan – TBD
- Build relationships and partnerships with organizations, institutions, and/or like-minded associations to grow and enhance AOC's presence and offer expanded varying educational opportunities.
 - Create a sponsorship opportunity for organizations/companies to host AOC created onsite courses
 - Find existing schools, colleges, and institutes willing to partner with AOC to offer educational opportunities in the electromagnetic warfare industry, including the AOC Certificate Program
 - 2026 Flight Plan – TBD

- Create and execute the AOC Certificate Program, beginning with Stevens Institute as the host of the pilot program, and expand to additional institutions.
 - Finalize the agreement with Stevens Institute as the pilot institution for the AOC Certificate Program by February 2025, launching the program by an agreed upon date determined by AOC and Stevens Institute.
 - Establish the courses that will be offered and the curriculum for each using input and guidance from respective AOC committee chairs
 - Secure faculty for each course
 - Agree upon tuition rates, discounts, and scholarship offerings to those identified by both parties
 - Track the success of the program by conducting interviews and/or surveys of the first class
 - Package the AOC Certificate Program and market to other institutions for replication

- 2026 Flight Plan – TBD

- Develop a comprehensive education schedule that provides professional development opportunities of value to our members in the form of webinars, OnDemand webinars, and onsite courses.
 - Offer more onsite courses throughout the US based on need and interest
 - Reduce the number of webinars to two (2) per month, ensuring that the content is relevant to what AOC audiences want and/or need
 - Webinars will not be offered in July and August based on historical data showing they are the months with the lowest attendance
 - Prior to the annual convention, speakers will be offered to host a webinar highlighting their session(s), in individual or panel (no more than three panelists per webinar) format, organized by topic to promote the content of AOC’s annual symposium
 - Reevaluate current AOC speakers/instructors, creating a database of engaging subject matter experts
 - Recruit a wider demographic of instructors/SMEs to appeal to varying audiences
 - Work with international membership to increase the amount of educational content to industry members outside of the US

- 2026 Flight Plan – TBD