2016 ANNUAL REPORT
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In 2016 we experienced a year full of change—for our nation, for the Army and for the Association of the United States Army (AUSA).

During what can only be described as a tumultuous political year, our nation experienced a presidential campaign unlike any other I can recall. National security factored prominently in the campaign, particularly in several of the debates. AUSA, true to our non-partisan tradition, provided a platform for the advancement of a strong defense based on our uniquely American values. "America’s Purpose," a short, but impactful, document published by AUSA, offered thoughts of how the next president, irrespective of party, might craft an effective foreign policy. This initiative, led by GEN Gordon Sullivan, U.S. Army Retired, LTG Guy Swan, U.S. Army Retired, LTC Douglas Merritt and Richard Lim, presented "America’s Purpose" to the most senior advisors to both leading presidential candidates. You'll find "America’s Purpose" in the Publications section of our website and I encourage you to read it.

For us at the AUSA National Office, the biggest change was the retirement of General Sullivan after more than 18 years as president & chief executive officer. Fittingly, General Sullivan received the George C. Marshall Medal at the Annual Meeting in October. Also retiring this summer, after 17 years as Vice President of Membership and Meetings, LTG Roger Thompson, U.S. Army Retired, set the standard for all of us in the planning and conduct of our meetings, forums and symposia. Also retiring in 2016 were COL George Coan, U.S. Army Retired, CSM Don Thomas, U.S. Army Retired, and SGM Leroy Bussells, U.S. Army Retired; each made an impact on AUSA and we will miss them.

Through all of these changes, AUSA remained focused on our enduring missions: Voice for the Army, Support for the Soldier.

As we head into the New Year, we are ready to put our support behind policies we think best benefit the Army and the nation, but also ready to speak up when approaches are proposed which weaken the Army or adversely affect those serving or those who have served. AUSA will continue to call for the president and the Congress to lead the way in ensuring our Army is adequately and predictably resourced to meet current and future demands in an ever-changing global strategic environment. My short message: We should never ever send America’s Soldiers into a fair fight. The nation expects a lot of its Army—defending critical infrastructure at home and abroad, responding quickly to man-made and natural disasters, training our allies and partners across the globe and much, much more. But, the mission the Army can never fail, the contract Soldiers make with the nation they serve—when sent to fight, they will win. Always. Anywhere. Anytime.

During this coming year we will seek to grow membership, expand our education and professional development programs and continue to provide unique opportunities for our defense industry partners. 2016 was a great year; 2017 will be even better for our association and, more importantly for the Soldiers, families, Army civilians, veterans and retirees who rely upon us to provide essential support.

Sincerely,

Carter F. Ham
General, U.S. Army Retired
Overall, AUSA’s professional development events did very well this year, meeting or exceeding the budget in most cases. In its third year at the Von Braun Center in Huntsville, Alabama, the Global Force Symposium’s exhibit space sold out, including the exhibition’s overflow area. Attendance also remained high with over 6,000 attendees, a clear sign of continued interest in this important event. The LANPAC Symposium continued to grow for the fourth straight year, with exhibit space selling out even with an expansion into the Sheraton Waikiki’s pre-function area. Since the symposium’s inception, attendance has tripled and the number of exhibits more than doubled. Planning for both events is well underway for 2017, and we are confident interest in the events will continue to grow.

The Annual Meeting and Exposition was a huge success, once again bringing the U.S. Army and defense industry together. More than 26,000 people from around the world attended this event, with a slight increase in attendance over 2015. Interest in exhibiting also remained strong, filling the majority of the space across the Convention Center’s five exhibit halls.

AUSA continued its partnership with the American Freedom Foundation to offer a veterans hiring event. In addition to having the opportunity to network with potential employers, veterans had a chance to take part in workshops that focused on important topics relevant to reentering the workforce. Support for veterans at this year’s meeting was also bolstered through the Veterans Affairs Pavilion, which included seven organizations representing the Department of Veterans Affairs (VA). The pavilion provided an opportunity for U.S. military veterans to speak with representatives regarding their VA benefits package.

The Department of Homeland Security (DHS) joined us once again with an expanded presence, including a 2,000-square-foot pavilion with a greater number of participants. We received excellent feedback from DHS about the 2016 event. They have already made plans to exhibit again in 2017 with an even larger presence.

Small businesses were once more given the opportunity to book space in the Small Business Pavilion without the requirement of having to initially join our Sustaining Membership Program. This continues to be a very successful initiative, with more than 80 companies signing up to exhibit in three different pavilions.

While the Innovator’s Corner once again featured presentations on Army innovations, the event was overhauled this year and organized by U.S. Army ASA(ALT), DASA(RT) and executed by U.S. Army AMC RDECOM. With the Army as the lead this year, there was considerable interest and participation in the event. RDECOM will continue to coordinate the Innovator’s Corner going forward.

This year’s Congressional Staff Breakfast was one of the best attended congressional events in the Association’s history, with General Ham hosting 700 attendees. More than 270 key congressional staff members attended this year’s record-breaking breakfast, one of the largest gatherings of Hill staff and Army senior military and civilian leaders ever. The breakfast gives AUSA an opportunity to thank the congressional staff for their work in support of the Army’s portion of the president’s budget, their support to Soldiers and families, and also allows us to broaden advocacy in Congress by further educating staff on current Army
programs and initiatives. After the breakfast, many of the staff members toured the exhibit hall and met with key defense industry leaders and viewed the latest technology.

The Institute of Land Warfare (ILW) hosted eleven forums: ten traditional Contemporary Military Forums and one Contemporary Military Forum/Department of Homeland Security presentation. There were also three breakout sessions in support of DHS. The combined DHS and U.S. Army programming created by AUSA included sessions on border security and the interagency unity of effort; countering violent extremist threats to Army and Department of Defense personnel and facilities; and the importance of Mexico to homeland security.

The distinguished panel participants at this year’s forums included: HON Jeh C. Johnson, Secretary of Homeland Security; Robert O. Work, Deputy Secretary of Defense; HON Katherine Hammack, Assistant Secretary of the Army for Installations, Energy and Environment; HON Katharina McFarland, Acting Assistant Secretary of the Army for Acquisition, Logistics and Technology; GEN Robert B. (Abe) Abrams, Commanding General, U.S. Army Forces Command; GEN Robert B. Brown, Commanding General, United States Army Pacific; SMA Daniel A. Dailey, Sergeant Major of the Army; LTG Ben Hodges, Commanding General, United States Army Europe and Seventh Army; LTG Joseph Anderson, Deputy Chief of Staff, G-3/5/7, United States Army; LTG Edward C. Cardon, Commanding General, United States Army Cyber Command and Second Army; LTG Robert P. Ashley, Jr., Deputy Chief of Staff, G-2, United States Army.

Three Military Family Forums were hosted by the Family Readiness Directorate; ‘An Update on Military Kids: How are They Doing? What do They Need?’, ‘Preparing for Life In or Outside the Army through Financial Readiness, Spouse Employment,’ and ‘Entrepreneurship, Army Senior Leaders’ Town Hall.’ Distinguished panelists included the Secretary of the Army Eric Fanning; the Army Chief of Staff General Mark Milley, and Sergeant Major of the Army Daniel Dailey.

ILW also hosted presentations by nine AUSA Book Program authors.

AUSA’s one-day Hot Topics series continued in 2016 in an effort to offer a greater variety of professional development opportunities focusing on key topics that impact both the military and our industry partners. These events, which include eminent speakers from both the military and the business/academic community, feature panelists addressing a variety of important issues and provide our customers with a unique opportunity to network with senior leaders from the Army, DoD, and Congress.

This year AUSA’s Hot Topics focused on the following topics:

- Army Aviation
- Army Air and Missile Defense
- Army Ground Combat Platforms
- Army Installation Management
- Army Sustainment
- Army Networks
- Army Medical
- Army Cyber
- Army Contracts

The monthly ILW Breakfast series continues to draw significant interest from our Sustaining Members and sponsors. The June breakfast was symbolic of what the Association was able to achieve in 2016. The guest speaker at this event was Secretary Fanning, just two
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months on the job but looking to AUSA as a place where he could share his vision about Army priorities. This was a star-studded event, with Chief of Staff General Mark A. Milley and 10 other active-duty four star generals in attendance at this standing-room-only event that showed the Association’s close ties to America’s Army and the drawing power of its professional development events.

The popular **General Lyman L. Lemnitzer Lecture series**, cosponsored by the Army Historical Foundation, continues to bring speakers to AUSA to discuss issues relevant to the Army and the defense community and often include presentations of authors’ recently published books. The **General Bernard W. Rogers Strategic Issues Forum** brings high-level speakers to AUSA Headquarters to discuss current security topics.

AUSA/ILW continued its partnership with the U.S. Army Peacekeeping and Stability Operations Institute with a half-day symposium in September on “Peace and Stability: Operating in a Complex World.”

The international program organized three USA Security and Defense Pavilions in the span of just three months. The first, **Defense Services Asia (DSA)**, was held in Kuala Lumpur, Malaysia in April. The next pavilion was Amman, Jordan’s **SOFEX** in May. Despite strong initial sales, demand tapered off resulting in a smaller pavilion than expected and AUSA failed to meet its budget target. In June AUSA partnered with Kallman Worldwide to organize the pavilion at **EUROSATORY** in Paris, where sales were on par with the last time AUSA participated in 2014. In 2017 AUSA will oversee the USA Security and Defense Pavilion at **IDEX** in Abu Dhabi, which has already sold out its 4,500 square meters of space.

AUSA staff, senior fellows, and associates have also been incredibly active in speaking at and supporting a wide spectrum of outside events, including Army schools, installations, universities, ROTC programs, Soldier competitions, and local chapter events. As always, this has been an important component of sharing AUSA’s expertise on Soldier and Army issues and helping to develop the profession of arms.
As part of our effort to enhance the professional development of Soldiers, educate the public about the role of the Army, and ensure that military and civilian leaders have the knowledge they need for decisionmaking, AUSA continues a robust publishing campaign across the full spectrum of our operations. Our publications bring together AUSA staff, senior fellows, Soldiers pursuing their professional military education and professional development, and experts in Army and national security issues to educate and inform readers about the role of AUSA, landpower, and our Army.

**ARMY magazine** had an impressive year of cover stories focusing on topical issues related to professional development. It started with a January 2016 cover story titled, “Too Much World, Not Enough Army,” focusing on the challenges of reducing the size of the force in the face of global threats. It ended with a December issue that included articles on the Army’s new Multi-Domain Battle strategy.

In between, the magazine covered improvements in training simulators, looked at the progress in the five years since a so-called Pacific Pivot was announced and discussed the weapons capabilities most needed by the Army over the next five years.

Other articles looked at Army University, an ambitious plan to improve the quality of and respect for the Army’s expandible network for professional education; revealed the performance, payload and comfort improvements Soldiers will see in the Joint Light Tactical Vehicle, and reviewed research into lighter, cheaper and stronger armor.

Leadership was a common theme, with articles on the benefits of providing regular counseling to build trust in Soldiers, creative ways of overcoming sagging morale, and the value of humor in the ranks.

A shift in focus in Army training was the subject of two cover stories. The July issue looked at why the Army is using a desert warfare course to build small-unit tactics. In August, an article described how the Army selects and trains the best snipers.

Many articles were written by or for junior officers and noncommissioned officers. A popular column in April by MAJ Crispin J. Burke talked about the time crunch that young officers face. CSM Jessie C. Harris Jr. wrote in May about the need for NCOs in Europe to “step up their game” in a multinational and multifaceted environment. In April, MAJ Christina Fanitzi wrote that innovation and initiative—the basis of Mission Command training—are not new ideas, but have historical roots.

GEN Frederick J. Kroesen, U.S. Army Retired, remained the magazine’s most popular columnist, writing about officers getting involved in politics, the eroding authority of military leaders to exercise judicial responsibility and his concern of the worrisome trend of wearing out Soldiers and their equipment without adequately funding for long-term commitments. Also enjoyed by readers are regular contributors LTG James M. Dubik, U.S. Army Retired, and LTG Daniel P. Bolger, U.S. Army Retired, and the Historically Speaking column by BG John S. Brown, U.S. Army Retired.

The June issue including a farewell interview with retired General Sullivan as he was about to step down as AUSA president and CEO, in which he expressed concern about where
the Army is headed. The introductory column of General Ham was posted on the AUSA website on July 1, his first day as president and CEO. Titled “It’s All About the Soldiers,” Ham says in the essay that he is “honored and humbled” to head the Association. He added, “Although I am new to this position, I know another fundamental truth: AUSA was needed in 1950; we are needed even more now.”

AUSA members seemed to enjoy the magazine.

A retired Army Reserve colonel wrote in April to say he enjoys the monthly “SoldierSpeak” column that contains quotes from the field. “The comment that made me smile this month came from SFC Torres of Ft. Bragg: ‘If you can’t fight and win, then I don’t want you on the team.’ SFC Torres is worried about some NCOs becoming stagnant in their careers and are willing to ‘sit back and chill,’ waiting for retirement. As the commander of a 55-man unit in Korea in 1999, I had a similar concern,” the retired colonel wrote.

A retired lieutenant colonel wrote that he was happy to see the article about the value of humor in leadership. “Like music, sports and leadership, humor can be taught only to a certain degree. You have to have something innate to start, and you must have experience to hone your natural proclivities,” he wrote.

And a retired sergeant major wrote in May to praise a column about the bonding of infantrymen, saying that the “incredible insights about the infantry Soldier and mesmerizing writing style is a perfect recipe for a framed display at the Infantry Museum at Fort Benning.”

AUSA News continued to provide comprehensive coverage of AUSA symposia, Hot Topic forums, and other events and insights into the Association’s activities on Capitol Hill, articles about NCO and Soldier programs, family readiness, and stories on all aspects of America’s Army.

Each month, the AUSA News’s “Bill Box” displayed the legislation that AUSA is tracking and its potential impacts on the Army. The “View from the Hill” and “Capitol Focus” columns delved deeper into the legislative and budgetary issues concerning the Army. The “NCO and Soldier Report,” written by former SMA Kenneth Preston, covered outreach to AUSA chapters and Soldiers on installations throughout the Army. The AUSA Family Readiness directorate also contributed stories each month focusing on topics important to military families.

Leading up to AUSA events, AUSA News ran relevant stories and also published post-event wrap-ups containing detailed reporting on the topics discussed by panelists and speakers during the events. The January, February, March, July, and September issues featured unique reporting on AUSA’s one-day “Hot Topic” forums, while the May issue Special Report covered the Global Force Symposium and Exposition held in Huntsville, Ala. In 2016, AUSA News began the transition to a digital publication. From September to December, notices were printed in AUSA News describing the transition timeline and new features of the digital format. The January, February and March 2017 issues were both printed and mailed to AUSA members and sent digitally via email. Beginning with the April 2017 issue, AUSA News will be an exclusively digital publication.

Other highlights from AUSA News in 2016 include: the “Special Membership Report” in the March issue featured stories from each AUSA directorate describing the benefits of
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membership and was overprinted for use by Regional Affairs in chapter and region meetings; the April issue presented an article by SMA Dailey, where he stressed the importance of industry credentialing for soldiers; and a discussion between Representative Chris Gibson and Representative Tim Walz regarding the POSTURE Act to end the Army’s drawdown in the May issue.

The November and December issues extensively covered the 2016 AUSA Annual Meeting, including General Ham’s speech to chapter presidents and delegates; The U.S. Army NCO and Soldier of the Year, announced at the Annual Meeting; General Milley’s “State of the Army” address; and much more.


ILW continues to publish Defense Reports (e.g., “Until They All Come Home: The Defense Prisoner of War/Missing in Action Accounting Agency”), Land Warfare Papers (e.g., “The Uncertain Role of the Tank in Modern War: Lessons from the Israeli Experience in Hybrid Warfare”), Landpower Essays (e.g., “The State of the Cavalry: An Analysis of the U.S. Army’s Reconnaissance and Security Capability”), National Security Watches (e.g., “African Horizons: The United States Army Working Towards a Secure and Stable Africa”), and the NCO Update (which is published four times a year). The 2016–2017 edition of ILW’s special report “Profile of the U.S. Army”—the definitive primer of America’s Army and its role in national defense—was published September 2016.

The Book Program published nine books this year with publishing partners in the United States and the United Kingdom.

Some of our other publications this year included the 2016 NCO Calendar “NCOs Ready to Lead” featuring the SMA’s current focus on noncommissioned officer leadership in garrison and while deployed, a new edition of our annual “Pre-Retirement Counseling Guide,” and the Association’s resolutions.
AUSA’s online presence continues to expand as the Association’s updated website provides a streamlined way of highlighting news and events and our overall social media reach increases.

Daily original news articles on the front page of the website focus on important Army issues of interest to AUSA members, with particular focus on association-sponsored events featuring high-level military leaders. The articles have become a valuable way of promoting AUSA on social media and through inclusion in daily news digests prepared by news organizations.

The Annual Meeting and Exposition is a prime example of the exposure possible through social media. More than 8.7 million people were exposed to the Twitter hashtag #AUSA2016 during the October meeting, a level roughly equivalent to the reach of the 2015 NCAA basketball championship game.

AUSA’s media team publishes original news articles on the Association’s website almost every weekday, focusing on issues important to the Army and to association members. The articles are then promoted on social media sites, such as Facebook and Twitter, to draw traffic and attention to the association. In 2016, these articles started to gain wider attention by showing up in Google news alerts for people who signed up to get reports mentioning “Army” or “Soldier.”

Facebook remains AUSA’s most active social media platform, with the biggest audience being men between the ages of 18 and 44. Engagement—getting someone to react, comment on or share a post—is 65 percent greater for AUSA’s Facebook page than for its next closest military association peer.

Two weekly digital publications remain popular with AUSA members. Each Monday morning, AUSA emails members a weekly tip sheet, AUSA’s Five Things, which looks at current events with a suggestion about what might happen next. Each Thursday afternoon, AUSA members receive AUSA Bulletin, an electronic newsletter that highlights association activities and upcoming events. Both digital publications enjoy an open rate that is higher than the industry standard, a sign of the value provided to AUSA members.

Additionally, a digital version of AUSA magazine is available to members who sign up for the electronic version of the monthly publication. An electronic version of AUSA magazine’s October edition, the Green Book, is available to members and nonmembers on the website.

We also edit and curate AUSA’s YouTube page where every video of AUSA-sponsored event is available to the public. This content is used in a variety of ways to add increased value to the Association’s professional development goals and integrates seamlessly with our other social media outlets.

Government affairs continues to support its online advocacy site—advocacy.ausa.org—which helps mobilize our membership and gives our members access to premium legislative news content, information on local officials, and the status of bills we are currently monitoring. Family Readiness also maintains its own Twitter, Instagram, and blog to more directly engage their constituents.

All ILW research publications are available online.
2016 was a busy year for Government Affairs. Over the course of the year, both General Sullivan and General Ham worked alongside the Government Affairs team for a series of significant meetings on Capitol Hill and in the Pentagon to ensure our message was heard and understood.

AUSA remains concerned about the Army’s endstrength, readiness and the continued erosion of military benefits. Our message to Capitol Hill:

- stop sequestration;
- increase Army budget;
- increase Army readiness;
- improve/protect military healthcare;
- stop endstrength drawdown (with resources added); and
- stop the erosion of military benefits.

Key meetings with AUSA’s leadership included Representative Rodney Frelinghuysen (R-NJ), chairman of the Defense Appropriations Subcommittee and his counterpart, ranking member Representative Peter Visclosky (D-IN). These leaders head the House committee that is responsible for allocating dollars to the military.

On the defense authorization side, meetings with Representatives Mac Thornberry, (R-TX) and Adam Smith (D-WA), the chairman and the ranking member, respectively, of the House Armed Services Committee and Senator Jack Reed (D-RI), the top Democrat on the Senate Armed Services Committee, were conducive to advancing goals important to AUSA and its members.

Top professional staff members are an important part of advancing AUSA’s goals. Discussions with Bob Simmons and Paul Arcangeli, staff director and minority staff director, respectively, of the House Armed Services Committee; Chris Brose, staff director for the Senate Armed Services Committee; and Brian Potts, who serves as staff director for the Senate’s Defense Appropriations Subcommittee, sparked thoughtful conversation and helped identify shared goals.

These professional staff members are charged with planning and implementing the agenda and operations of the powerful defense appropriations and authorizations committees as they formulate the annual policy and spending bills. AUSA’s leaders offered AUSA’s land-power expertise as a resource on which Congress could rely.

Building these relationships helped Government Affairs when we launched two significant, and ultimately successful, campaigns this year.

Through high-level meetings and correspondence, we urged members of Congress to back legislation that would limit reductions in the Army and Marine Corps, a pause we believed would allow the next president to assess land force capabilities and needs before deciding troop levels. However, AUSA was absolutely clear that with additional manpower, additional resources would be required to support training and equipping them. After an intense lobbying effort, elements of the bill were included in the House version of the

Another campaign targeted a Senate provision that tied Basic Allowance for Housing (BAH) to service members’ actual rent and utilities costs rather than a flat-rate stipend based on estimated housing costs within a zip code. Additionally, for dual-military couples or housing sharers, the Senate wanted to divide BAH by the number of service members in domicile.

AUSA was strongly opposed to this provision and reached out to key members of Congress and staff urging that the provision be abandoned. We prevailed. The provision was not included in the final bill.

AUSA also supported a higher pay raise for military personnel than the 1.6 percent requested by the Obama Administration in their 2017 budget submission. The 2.1 percent included in the final National Defense Authorization Act for fiscal year 2017 matched the projected increase in private sector wages and is the first time in six years that the pay raise topped 2 percent.

In March, we submitted testimony to the Joint House–Senate Veterans Affairs Committee hearing. In our testimony, we applauded Congress’ efforts to improve veterans’ access to healthcare and, in particular, their efforts to address mental health issues.

We endorsed efforts to end the backlog of veteran disability claims, combat unemployment and homelessness and improve educational benefits not only for veterans but also members of the National Guard and Reserve.

An important hearing on military healthcare held by the House Armed Services Personnel Subcommittee allowed AUSA’s Director of Noncommissioned Officer and Soldier Programs to present AUSA’s position on the military health care reform proposals contained in the President’s fiscal year 2017 budget request.

SMA Kenneth Preston, U.S. Army Retired, told the lawmakers that military professionals earn unique long-term benefits called deferred compensation for risk and hardship endured during their careers and that the deferred compensation includes lifetime access to quality health care.

In July, General Ham was asked to offer his observations to the House Armed Services Committee on proposed reforms to the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

Later in the year, the House Armed Services Oversight and Investigations Subcommittee invited General Ham to testify on force management levels in Iraq and Afghanistan.

We anticipate that he will be asked for his and AUSA’s views on a myriad of issues in the coming year.

In addition to building strong, long-lasting partnerships, engagements with members of Congress and top staff are crucial to our success in advancing AUSA’s Resolutions.

Speaking of resolutions, in keeping with his pledge to formulate a new legislative strategy to focus in on the defense authorization and appropriations process, AUSA’s Director for Government Affairs John Gifford revamped AUSA’s Resolution process.
Once the budget is released in early February (with possible delays due to the new administration in 2017), Government Affairs will analyze the Army’s proposals and summarize any major policy initiatives for the resolutions committee. The committee will also be provided with any resolutions submitted by the AUSA membership during the year. Between December 2016 and February 2017, the committee will formulate any new resolutions, and decide which of the previous year’s resolutions should remain. Following approval by AUSA’s president, the resolutions will be sent to the chapters for a vote.

It is important to note that while the resolutions committee is doing their work, the Government Affairs staff is working simultaneously to monitor testimony, develop legislative objectives and build a legislative campaign plan. In March and April, the Government Affairs team will meet with key staff members on Capitol Hill, and will identify opportunities for AUSA leadership to testify and represent our members’ interests.

Meanwhile, Government Affairs was much more involved this year at the chapter level. In addition to several briefings for region presidents and chapter leaders at AUSA Headquarters, Gifford briefed key leaders at the Pacific Region meeting in conjunction with our LANPAC Symposium and supported the annual Army Birthday Ball hosted by AUSA’s Greater Los Angeles Chapter in Long Beach, California.
FAMILY READINESS

AUSA Family Readiness continued its focus on outreach to Army families by providing nine on-site Military Family Forums in 2016. Reaching out to Army families at the local level allowed us to address issues and concerns specific to the communities' families. Three additional Family Readiness forums were held in the Conference and Events Center at AUSA headquarters and we hosted our first family forum at the AUSA Global Force Symposium and Exhibition, which we intend to host again in 2017. In addition, two Army installations and three National Guard sites were selected based on the level of interest from their local AUSA chapters and the family assistance center staffs. Many of the events hosted by Family Readiness this year were streamed online, helping expand the reach of these events.

Military Family Forums topics included:

- “Preparing to Reconnect: Learning Lessons for Successful Reintegration;”
- “The Future of Military Healthcare;”
- “Listen, Connect and Share: Communication Strategies for Military Families;”
- “Military Families for High Standards: How Military Families and National security are Impacted by Education Standards at the Local Level;”
- “Living with Post Traumatic Stress: An Update on Issues and Resources;”
- “Military Spouse Employment: What You Need to Know;”
- “Learning and Leaning In: Military Spouse Led Non-Profits Supporting One Another;”
- “Spouse Talks;” and
- “A Battleplan to Support Military and Veteran Families.”

In addition to the on-site forums, AUSA once again hosted Army moms at a Mother’s Day brunch, sponsored and co-hosted by the Washington, DC, Marriott Marquis. More than 450 Army family members joined AUSA for a morning of fun celebrating Army moms. Featured speakers included LTG Patricia McQuistion, U.S. Army Retired, and the Military Spouse of the Year, Natasha Harth.

Future plans include expanding the presence of family forums at larger AUSA off-site events and creating a summer podcast series featuring the stories and voices of currently serving military spouses. In addition, products and programs for military children and the parents of soldiers will be explored.
AUSA’s Noncommissioned Officer and Soldier Programs Directorate aggressively engaged Army and chapter leadership across the country and around the world. The increase in engagement opportunities was substantial in the areas of Soldier education, professional development and recognition venues. Much of the demand was a direct response to Soldier and leader concerns over uncertainty for their future service in the Army and the care for their families. Since the Army created the Soldier for Life program to guide and prepare Soldiers for transition into the civilian workforce, there has been an increased demand for guest speakers focusing on transition, preparation for entering the civilian workforce, civilian education and certification.

Sustained support to chapter leaders and Soldier-focused organizations helped them attain their goals and complete their missions. A series of chapter professional development events sponsored by the NCO and Soldier Programs directorate was very beneficial at the local level. The organization also continued to develop its strong relationship with SMA Dailey, which greatly contributed to our efforts in support of Soldiers and had a significant impact on our successful cooperation surrounding the Best Warrior Competition and the 2016 Annual Meeting.

Outreach played a key role in linking senior Army leaders and chapter representatives to help strengthen—and in some places reconnect and develop—supportive relationships. The pace and tempo of organizational deployments and leadership turnover during the past 15 years has weakened—and in some cases severed—the bonds of support between many organizational leaders and their supporting local chapters. Outreach has focused on educating organizational leaders about AUSA and the role of volunteers in their local chapter, as well as providing ideas on how to use chapter volunteers to support their command, Soldiers, and families. This year we visited over 20 installations and many AUSA chapters in support of NCO and Soldier Program’s activities.

Outreach also included participation in the Senior Leader Military Science Review Panel, as well as support to the Chief of Staff of the Army’s Retired Soldier Council and the Defense Advisory Committee on Women in the Service.

Outreach included not only travel, but administrative recognition from the AUSA National Headquarters for the Best Warrior (NCO and Soldier of the Year) Competition; Best Ranger; Best Sniper; Best Military Police Team; Active, Guard, and Reserve Recruiters; Career Counselors of the Year; Best Drill Sergeants; Sullivan Cup (Best Tank Crew); Best Medic; and Best Ordnance Team Competitions.

Our future plans include increasing outreach by providing more NCO and Soldier-focused articles for AUSA publications and social media. The intent is to provide readers with a broader sphere of relevant information for all levels of experience and interest. Another of our priorities for 2017 will be building relationships between organizational and chapter leaders, as well as continuing our engagement and support for SMA Dailey. We will again support the Sergeant Major of the Army’s Senior Enlisted Training and Leader Development Conference (SETLDC) to be held in Fort Bliss, Texas. A new communication initiative, “Soldier Today!”, is in the works and is set to launch soon with regular educational and professional development resources and increased opportunities for social media engagement on issues relevant to the NCO and Soldier community.
MEMBERSHIP & CHAPTERS

INDIVIDUAL MEMBERSHIP

In 2016 the Association adjusted its individual and life membership rate structure to simplify the process. The tiered membership rates were replaced with a single rate for a two-year membership ($30); a five-year membership ($50); a special two-year rate for cadets and Soldiers E1-E4 ($10); and a lifetime membership ($300). The one-year membership was eliminated to reduce turnover, allowing chapters to focus on bringing in new members in 2017.

The greatest impact of the rate change has been the number of members who converted to life membership (466) or selected the five-year membership option.

Figure 1 shows the monthly membership strength. Despite the incentives offered by the reduced rates, membership continued to decline, albeit at only about one quarter the drop experienced the past three years. Chapters reported the same recruiting and retention challenges from previous years, namely problems accessing Soldiers and reduced defense spending.

Figure 2 is a snapshot of the membership categories at the end of the calendar year.

Under the President’s Club Membership Incentive Program, AUSA National distributed $9,100 to 28 chapters in 2016.

CORPORATE MEMBERSHIP

The decline in Corporate Memberships we have experienced for the last few years began to abate in 2016. AUSA had been losing an average of 18.5 Corporate Member companies per month since January 2012, but concerted efforts at conservation helped diminish the decrease in membership.

In April we began sending out emails directly from National to companies (with a copy to each chapter) who were entering their renewal period, thanking them for their membership in our Association and letting them know they would soon see an invoice from us for renewal. This was done in an effort to assist our chapters directly. An expedited renewal process for Corporate Members was also launched.

Supplementing the current renewal process and the chapter’s efforts, we began sending out a final email notice to companies who were expiring that month, but had not renewed. In November, we sent an email survey to companies who had lapsed between January 2015 to June 2016, resulting in a recovery of over 55 Corporate Members. Finally, we began sending the same survey to companies within the month of their lapsing, which also resulted in many renewing their membership.

We initiated a push to get companies to allocate more of their designees, through periodic emails to the company points of contact emphasizing that they had already paid for these memberships. We began the year with 13.5% vacant designees, and ended the year with 10.8% vacancy.

As a result of these efforts we ended the year with a net loss of 112 companies (slightly over 9 per month). However, since the conservation efforts began in April there has been a net loss of one Corporate Member.
MEMBERSHIP & CHAPTERS

AUSA National supports chapters by paying for membership in local Chambers of Commerce for those chapters that show a growth in corporate membership as a result of that membership; 23 chapters were supported in 2016. National also distributed $2,200 through the Corporate Membership Incentive Program to nine chapters for having a net gain of at least 10 corporate members.

Figure 3 shows the corporate membership from January 2016 to December 2016.

PROGRAMS

Among the many activities that chapters held throughout the year to educate, inform and connect; the Young Professionals networking and the Vietnam Commemorative Partner events stand out. As more chapters identify a Young Professional leader, they are expanding the program to reach more ROTC cadets and members of the community. 42 chapters are Vietnam Commemorative Partner members and have been active in holding events to recognize veterans of the Vietnam era and award them the commemorative pin.

CHAPTER EXCELLENCE PROJECT

The Association created a broadly credentialed committee of members who were charged with examining ongoing operations, directives, guidance and organizational characteristics of chapters to determine what features, styles, methods and programs define chapters of excellence. The project specifically looked at chapter bylaws, the Chapter Operations Manual, training, communications, and awards. The findings were briefed to the chapters at the Annual Meeting and finalized in November. Significant among the recommendations are:

• Standardize the chapter bylaws format;
• Rewrite the Chapter Operations Manual and make it a searchable online document;
• Establish a collaboration area for chapters to share best practices and discuss issues (a Chapter Presidents Facebook Group has been established);
• Examine the current awards program to ensure that each award relates directly to the mission and objectives of the association; and
• Develop more online training modules tailored to specific chapter positions in order to reach more chapter officers.

TRAINING

Training chapter presidents and leaders is a continuing priority to create stronger, more supportive chapters and build a bench for the future. In March we trained 25 chapter leaders, and in August 30 new chapter and region presidents received training. The November Chapter Leader Development Course was canceled in order to restructure the curriculum in line with the recommendations of the Chapter Excellence Project.

BEST CHAPTERS

The following chapters received Best Chapter awards at the 2016 Annual Meeting: Redstone-Huntsville; George Washington; Hawaii; Arizona Territorial; Monmouth; and GEN William C. Westmoreland. Hawaii also won the Best Overseas Chapter award.
The Association’s strong financial results in 2016 were driven primarily by meetings and events revenues, sustaining membership, and cost control measures put in place by management. The management team was able to make swift corrective actions to take costs out and address underperforming lines of business (individual membership and advertising). These decisions will continue to reap benefits into future years.

The cash and investment portfolio totaled $86M as of December 31, 2016. With no debt, our strong cash position allowed us to deploy cash to good use—supporting construction of the National Museum of the U.S. Army ($34M), making capital expenditure improvements, and taking advantage of possible merger & acquisition opportunities.

In 2017, we will continue to focus on sales bookings, revenue growth (new event platforms, sponsorships, pricing structure), margins, cost control, and cash generation. Operating income will be one of our key performance metrics. Our management is committed to build a talented team to deliver positive operating results and build strong reserves—all important and necessary for the Association to serve and support the Army and our Soldiers well.
AWARDS

AUSA NATIONAL AWARDS

GENERAL GEORGE CATLETT MARSHALL MEDAL
GEN Gordon R. Sullivan
U.S. Army Retired

GENERAL CREIGHTON W. ABRAMS MEDAL
LTG Claude M. Kicklighter
U.S. Army Retired

GENERAL CREIGHTON W. ABRAMS MEDAL
LTG Claude M. Kicklighter
U.S. Army Retired

MAJOR GENERAL ANTHONY J. DREXEL BIDDLE MEDAL
Karen R. Lowe

SERGEANT MAJOR OF THE ARMY WILLIAM G. BAINBRIDGE MEDAL
CSM Jimmie Spencer
U.S. Army Retired

MAJOR GENERAL ANTHONY J. DREXEL BIDDLE MEDAL
Karen R. Lowe

LIEUTENANT GENERAL RAYMOND S. MCCLAIN MEDAL
MG R. Martin Umbarger
U.S. Army Retired

MAJOR GENERAL JAMES EARL RUDDER MEDAL
LTG Jeffrey W. Talley
U.S. Army Retired

JOSEPH P. CRIBBINS MEDAL
Lettie Williams

JOHN W. DIXON MEDAL
Marillyn A. Hewson
Lockheed Martin

AUSA VOLUNTEER FAMILY OF THE YEAR AWARD
The MAJ Craig Young Family

AUSA NATIONAL SERVICE AWARD
Honor Flight Network

THE WALTER T. KERWIN JR. AWARD FOR READINESS
Presented in conjunction with the National Guard Association of the United States and the Reserve Officers Association

153rd Engineer Battalion
U.S. Army National Guard

Forward Support Company,
367th Engineer Battalion
U.S. Army Reserve

ADDITIONAL AWARDS PRESENTED AT THE 2015 AUSA ANNUAL MEETING

STEPHEN AILES AWARD – ARMY DRILL SERGEANT OF THE YEAR
SFC Martin R. Delaney III

RALPH E. HAINES, JR. AWARD – ARMY RESERVE DRILL SERGEANT OF THE YEAR
SGT Ryan Moldovan

FINNIS D. MCCLEERY AWARD – ARMY ADVANCED INDIVIDUAL TRAINING PLATOON SERGEANT OF THE YEAR
SSG Brandon F. Laspe
AWARDS

GENERAL MAXWELL THURMAN RECRUITING EXCELLENCE AWARD
SSG Kenneth J. Heimsoth
U.S. Army
SSG Amadou Traore
U.S. Army National Guard
SSG Jesse R. Meyers
U.S. Army Reserve

THE UNITED STATES ARMY CAREER COUNSELOR OF THE YEAR
SFC Woody L. Woodside

THE UNITED STATES ARMY RESERVE COMPONENT CAREER COUNSELOR OF THE YEAR
SFC Barbara A. Grimm

SGM DAWN KILPATRICK MEMORIAL AUSA SCHOLARSHIP AWARD
1SG Andrew J. Kosterman

THE UNITED STATES ARMY'S NONCOMMISSIONED OFFICER OF THE YEAR
SFC Joshua Moeller

THE UNITED STATES ARMY'S SOLDIER OF THE YEAR
SPC Robert Miller

SGM LARRY L. STRICKLAND EDUCATIONAL LEADERSHIP AWARD – SENIOR NONCOMMISSIONED OFFICER
SGM Kenneth L. Jackson

SGM LARRY L. STRICKLAND EDUCATIONAL LEADERSHIP AWARD – MID-GRADE NONCOMMISSIONED OFFICER
SSG Genesis Galicia
AUSA SUSTAINING MEMBERSHIP PROGRAM

Our Sustaining Membership Program remained steady and experienced marginal growth last year. By the end of December, the Sustaining Membership Program had 500 active companies.

AUSA's efforts to support our industry partners are instrumental in keeping the overall defense industrial base strong, and toward that end we thank our sustaining members for their continued support.

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<th>SUSTAINING MEMBERS</th>
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<td>3M COMPANY</td>
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<td>AAR MOBILITY SYSTEMS</td>
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<td>CANADA: PARTNERS IN DEFENSE</td>
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<td>CATERPILLAR, INC.</td>
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<td>CDW GOVERNMENT, INC.</td>
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<td>COMPLETE PARACHUTE SOLUTIONS, INC.</td>
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SUSTAINING MEMBERS

COMROD, INC.
COMTECH COMMAND & CONTROL TECHNOLOGIES
CONNECT TECH, INC.
CONSORTIUM MANAGEMENT GROUP
CONSTELLIS
CONSTELLIUM
CONSUMER CELLULAR
CONTACT! CORPORATION
CONTROL SOLUTIONS, LLC
COORSTEK
CREATIVE ELECTRONIC SYSTEMS
CRESA DC
CRESTWOOD TECHNOLOGY GROUP
CRYSTAL GROUP, INC.
CSRA
CUBIC GLOBAL DEFENSE
CUMMINS, INC.
CURTIS-WRIGHT
CYALUME LIGHT TECHNOLOGY
CYSPRESS INTERNATIONAL, INC.
D3O LAB
DANA HOLDING CORPORATION
DANIEL DEFENSE
DANNER
DARLEY
DATA DEVICE CORPORATION
DATRON WORLD COMMUNICATIONS
DAY & ZIMMERMANN
DEERE & COMPANY
DEFENSE DAILY/ACCESS INTELLIGENCE
DEFENSE ONE
DELOITTE
DENEL SOC, LTD.
DEPLOYED RESOURCES, LLC
DESCHAMPS MAT SYSTEMS, INC.
DEWEY ELECTRONICS CORPORATION
DHL EXPRESS
DIGITAL BARRIERS PLC
DIGITAL SYSTEMS ENGINEERING, INC.
DILLON AERO, INC.
DONALDSON COMPANY, INC.
DRS SUSTAINMENT SYSTEMS, INC.
DRS TECHNOLOGIES, INC.
DSM DYNEEMA, LLC
DYANIMAT NOBEL DEFENCE
DYNASAFE
DYNCORP INTERNATIONAL
EAGLEPICHER TECHNOLOGIES, LLC
EATON CORPORATION
ECLOG, INC.
ECONOMIC DEVELOPMENT PARTNERSHIP OF NORTH CAROLINA
ECS CASE
E.I. DU PONT DE NEMOURS & COMPANY
EIZO RUGGED SOLUTIONS
ELBIT SYSTEMS OF AMERICA, LLC
ELECTRO OPTICAL INDUSTRIES, INC.
ENDEAVOR ROBOTICS
ENERGY FOCUS
ENERSYS
ENGILITY CORPORATION
ENSIGN-BICKFORD AEROSPACE & DEFENSE CO.
ESI MOTION
ESRI
ESTERLINE DEFENSE TECHNOLOGIES
ESTERLINE FEDERAL
EWA, INC.
EXCELTAS QIOPTIQ
EXIDE TECHNOLOGIES
EXTREME ENGINEERING SOLUTIONS (X-ES)
FAIR MANAGEMENT, LTD.
FALCK SCHMIDT DEFENCE SYSTEMS A/S
FAUN TRACKWAY USA, INC.
FEDBID, INC.
FEDERAL RESOURCES
FEDERATION OF THE GERMAN SECURITY AND DEFENCE INDUSTRY
FIDELITY TECHNOLOGIES CORPORATION
FINAL MILE LOGISTICS
FINCANTIERI MARINE GROUP
FIUERTRACE AEROSPACE
FIRST COMMAND FINANCIAL SERVICES
FISCHER CONNECTORS, INC.
FLIR SURVEILLANCE, INC.
FLUOR CORPORATION
FN AMERICA, LLC
FOERSTER
FOX DEFENSE
GATR TECHNOLOGIES, INC.
GEMTECH
GENERAL ATOMICS
GENERAL ATOMICS AERONAUTICAL SYSTEMS, INC.
GENERAL DYNAMICS INFORMATION TECHNOLOGY
GENERAL DYNAMICS LAND SYSTEMS DIVISION
GENERAL DYNAMICS MISSION SYSTEMS
GENERAL DYNAMICS ORDNANCE & TACTICAL SYSTEMS
GENERAL ELECTRIC COMPANY
GENERAL KINETICS ENGINEERING
GENERAL MICRO SYSTEMS, INC.
GENERAL MOTORS, LLC
GENTEX CORPORATION
GERBER LEGENDARY BLADES
GICHNER SYSTEMS GROUP, INC.
GLENAIR, INC.
GLOBAL EXPERIENCE SPECIALISTS
GLOBAL SEATING SYSTEMS, LLC
GLOBAL TUNGSTEN & POWDERS CORP.
GLOCK, INC.
GOLIGHT, INC.
GOODYEAR TIRE & RUBBER CO.
GOVPLANET
THE GRAVITY JACK PARTNERSHIP
GSII INTERNATIONAL, INC.
GUARDIAN CENTERS
HANWHA CORPORATION
HARRIS CORPORATION
HBW CONSTRUCTION
HDT GLOBAL
HECKLER & KOCH DEFENSE, INC.
HENDRICKSON
HEWLETT PACKARD ENTERPRISE
HIGH IMPACT TECHNOLOGY, LLC
HIRTENBERGER DEFENCE SYSTEMS GMBH & CO KG
HI-TECH ELECTRIC, LLC
HONEYWELL
HP FEDERAL LLC
HPP PRECISION PRODUCTS GMBH
HUTCHINSON AEROSPACE & INDUSTRY
HUTCHINSON INDUSTRIES
IAI NORTH AMERICA
IAP WORLDWIDE SERVICES
IBM CORPORATION
IDSS, INC.
IHS GLOBAL, INC.
IMSAI, LLC
INDUSTRIAL ELECTRONIC ENGINEERS
SUSTAINING MEMBERS

INDUSTRIAL FABRICS ASSOCIATION INTERNATIONAL
INERT PRODUCTS, LLC
INTELLIPOWER
INTERCONTINENTAL HOTELS GROUP
INTERNATIONAL ARMORED GROUP INTEVAC, INC.
INVENTUS POWER
INVISIO COMMUNICATIONS A/S
INVISTA
IRIDIUM COMMUNICATIONS, INC.
ISODYNE, INC.
ISRAEL MILITARY INDUSTRIES
ITT CANNON, LLC
IXI TECHNOLOGY
JENOPTIK ADVANCED SYSTEMS, LLC
JLL
JOHNSON CONTROLS, INC.
JOHNSON TECHNOLOGY SYSTEMS, INC.
KAISER ALUMINUM
KAREM AIRCRAFT, INC.
KBR
KHD DEFENSE SYSTEMS, INC.
KEARFOTT CORPORATION
KENTUCKY TRAILER TECHNOLOGIES
KIGRE, INC.
KIPPERTOOL
KIRINTEC, INC.
KLAS TELECOM SERVICES
KNIGHT’S ARMAMENT COMPANY
KOKAM
KONGSBERG
KOREA DEFENSE INDUSTRY ASSOCIATION (KDIA)
KOTRA
KVH INDUSTRIES
L-3
LACLEDE CHAIN MANUFACTURING COMPANY
LASER TECHNOLOGY, INC.
LEADING TECHNOLOGY COMPOSITES
LEATHERMAN TOOL GROUP, INC.
LEIDOS
LEISURE CRAFT, INC.
LEND LEASE (US) PUBLIC PARTNERSHIPS, LLC
LEUPOLD & STEVENS, INC.
LEWIS MACHINE & TOOL
LIND ELECTRONICS
LOCKHEED MARTIN CORPORATION
LOGISTICS MANAGEMENT INSTITUTE
LOGOS TECHNOLOGIES, LLC
LRAD CORPORATION
LWRC INTERNATIONAL, LLC
MACK DEFENSE, LLC
MAG INSTRUMENT, INC.
MAGPUL INDUSTRIES
MANTECH
MARRIOTT MARQUIS WASHINGTON DC
MARVIN LAND SYSTEMS
MBDA INCORPORATED
MCCANN WORLDGROUP
MEDALCRAFT MINT, INC.
MED-ENG
MEGGITT
MERCURY SYSTEMS
MERITOR, INC.
MICHELIN NORTH AMERICA, INC.
MIDCOM
MILDEF, INC.
MILITARYBYOWNER ADVERTISING, INC.
MILLKEN & COMPANY
MILSPRAY
MILTOPE CORPORATION DBA VT MILTOPE
MISSION ESSENTIAL PERSONNEL, LLC
THE MISTRAL GROUP
MOOG, INC.
MOTOROLA SOLUTIONS, INC.
MTU
NAMMO TALLEY, INC.
NATIONAL DEFENSE CORPORATION
NATIONAL DEFENSE INDUSTRIAL ASSOCIATION
NATIONAL MOLDING, LLC
NAVISTAR DEFENSE
NAVY FEDERAL CREDIT UNION
NEVADA AUTOMOTIVE TEST CENTER
NICOMATIC
NIGHT VISION DEPOT
NISHATI, INC.
NOBLES WORLDWIDE, INC.
NO MAGIC, INC.
NOROTOS, INC.
NORTHROP GRUMMAN
NORTHROP GRUMMAN CORPORATION
NORTHROP GRUMMAN CORPORATION (MS+)
NORTHSTAR AVIATION USA, LLC
NORWEGIAN-AMERICAN DEFENSE/HOMELAND SECURITY INDUSTRY COUNCIL
NUCOR STEEL
OAKLEY, INC.
OCEUS NETWORKS
ODU-USA, INC.
OLIN-WINCHESTER
O’NEIL & ASSOCIATES, INC.
ORAN SAFETY GLASS
ORBITAL ATK
ORBIT INTERNATIONAL CORP.
ORION TECHNOLOGIES, LLC
OSHKOSH DEFENSE
OTIS PRODUCTS, INC.
OTTO
PACIFIC SCIENTIFIC ENERGETIC MATERIALS CO.
PACSTAR
PANASONIC COMPUTER SOLUTIONS COMPANY
PARKER HANNIFIN CORPORATION
PARTSMASTER
PATHION, INC.
PEARSON ENGINEERING, INC.
PERSISTENT SYSTEMS, LLC
PHOTONIS
PHYSICAL OPTICS CORPORATION
PLASAN SASA
POINT BLANK BODY ARMOR
POLARIS INDUSTRIES, INC.
POLARTEC, LLC
POLO CUSTOM PRODUCTS, INC.
POONGSAN CORPORATION
PRECISION REMOTES LLC
PRICEWATERHOUSECOOPERS LLP
PRIDE INDUSTRIES
PRITZKER MILITARY MUSEUM & LIBRARY
PRODUCT KNOWLEDGE, LLC
PROFENSE, LLC
PROJECTS UNLIMITED
PROTONEX TECHNOLOGY CORP.
QINETIQ NORTH AMERICA
QORE PERFORMANCE, INC.
RAFAEL ADVANCED DEFENSE
SUSTAINING MEMBERS

SYSTEMS, LTD.
RALLYPOINT
RAM MOUNTS
RAPISCAN SYSTEMS, INC.
RAYDON CORPORATION
RAYTHEON
RED HAT
REMININGTON DEFENSE
REVISION MILITARY, LTD.
REVOLUTION LIGHTING
RHEINMETALL AG
RITE IN THE RAIN
RIX INDUSTRIES
ROBO-TEAM NORTH AMERICA, INC.
ROCKWELL COLLINS
ROCKY
ROCKY RESEARCH
ROGERSON KRATOS
ROKETSAN MISSILE INDUSTRIES
RUAG CORPORATE SERVICES AG
RUD CHAIN, INC.
RUGGED PORTABLE COMPUTERS, LLC DBA MAXVISION
SAAB
SAFT AMERICA, INC.
SAIC
SAINT-GOBAIN
SAPA TRANSMISSION, INC.
SAP PUBLIC SERVICES, INC.
SATELLITE SHELTERS, INC.
SCI TECHNOLOGY, INC.
SECURECOM/RPS
SEILER INSTRUMENT, INC.
SEKAI ELECTRONICS, INC.
SHEPHARD MEDIA
SHIELDPRO, LLC
SIBAT-ISRAEL MINISTRY OF DEFENSE
SIEMENS GOVERNMENT TECHNOLOGIES, INC.
SIERRA NEVADA CORPORATION
SIG SAUER
SKEDCO, INC.

SMITHS DETECTION, INC.
SMITH & WESSON
SOFTWARE ENGINEERING INSTITUTE
SOUCY DEFENSE
SOURCEAMERICA
SOUTHWEST RESEARCH INSTITUTE
SPARTON CORPORATION
THE SPECTRUM GROUP
SPI - CONNECTS
SPRUNG STRUCTURES, INC.
SRC, INC.
SSAB
STANDARD ARMAMENT, INC.
STANLEY BLACK & DECKER
STEVEN'S AVIATION
STEVYR MOTORS NORTH AMERICA
STREAMLIGHT, INC.
SUPPLYCORE, INC.
SUREFIRE, LLC
SUREID, INC.
SYNQOR, INC.
SYSTEMATIC, INC.
SYSTEM STUDIES AND SIMULATION
TACTICAL DEFENSE MEDIA, INC.
TACTICAL ENVIRONMENTAL SYSTEMS, INC.
TAIWAN DEFENSE MISSION, R.O.C.
TANDEM NATIONAL SECURITY INNOVATIONS
TEAM WENDY, LLC
TE CONNECTIVITY
TEIJIN ARAMID USA, INC.
TELEDYNE BROWN ENGINEERING
TELEPHONICS CORPORATION
TELEVISION EQUIPMENT ASSOCIATES, INC.
TEXTRON SYSTEMS
TEXTRON SYSTEMS UNMANNED SYSTEMS
THALES
THEMIS COMPUTER
THINK-A-MOVE

TRANSHEILD, INC.
TRIDEUM CORPORATION
TRIJICON, INC.
TROY INDUSTRIES
TRUCK-LITE CO., LLC
TRUSTED COMPUTER SOLUTIONS, INC.
TT ELECTRONICS
TUNGSTEN HEAVY POWDER & PARTS
TYR TACTICAL
ULTRA ELECTRONICS
UNIFIRED, INC.
UNITED TECHNOLOGIES CORP.
USAA
UTC AEROSPACE SYSTEMS
VECTRUS
VETERANS UNITED HOME LOANS
VEYANCE TECHNOLOGIES, INC
VIASAT, INC.
VIAVI SOLUTIONS
VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP
VIRTUAL SYSTEMS
VISION TECHNOLOGIES SYSTEMS
WARN INDUSTRIES
WASHINGTON CONVENTION AND SPORTS AUTHORITY T/A EVENTS DC
WEGMANN USA, INC.
WELLS FARGO
WEST-MARK, INC.
WFEL LIMITED
WILCOX INDUSTRIES CORP.
WILEY X, INC.
THE WILL-BURT COMPANY
WIND RIVER SYSTEMS
WINZER CORPORATION
W. L. GORE & ASSOCIATES, INC.
WOJSKOWE ZAKLADY UZBROJENIA S.A.
WOUNDED WARRIOR PROJECT, INC.
YKK (USA), INC.
ZANFEL LABORATORIES, INC.
Z MICROSYSTEMS, INC.