



FY2014 Operations Plan

Version 1.0.0

26 July 2013

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1 Introduction – The Wireless Innovation Forum FY2014 Objectives

The Wireless Innovation Forum (SDR Forum version 2.0) Board of Directors has established the following five items as high level objectives for the Forum for the period from July 1, 2013 through June 30, 2014 in executing on the Forum’s Strategic Plan:

1. **Establish Relevant Projects** – The Forum’s Spectrum Innovation Committee and Coordinating Committee on International SCA Standards will form both member driven projects addressing immediate needs and roadmap driven projects advancing supporting the Forum’s Advocacy Agenda or Top 10 Most Wanted Wireless Innovations list:
 - The Forum’s Spectrum Innovation Committee shall publish revisions of the advocacy agenda as required in 2014. A roadmap of projects will be identified supporting positions within and promotion of the advocacy agenda as required.
 - The Forum’s Coordinating Committee on International SCA Standards shall publish and maintain its own roadmap as defined in the Committee charter¹, and initiate projects developing extensions to the SCA standards that address any gaps between the defined SCA evolution roadmap and Forum accepted SCA specification variants.
 - Items on these roadmaps requiring investment in significant technical, business or regulatory innovation shall be added to a Forum wide “watch list”. This “watch list” will be periodically reviewed by the Spectrum Innovation Committee Steering Group to determine if items on the list should be promoted to the Forum’s Top 10 Most Wanted Innovations.

The success of this goal will be measured by evaluating the level of member participation in each project.

2. **Formalize Partnership Relationships with End User Community** – The Forum’s members and staff shall work to establish contracts, research and development agreements, memoranda of understanding, etc. as appropriate to re-establish the Forum as a venue for collaboration support the needs of wireless end users, their representatives and their research initiatives. Agreements can include exchange of information, facilitated workshops, funded research, or other activities. In pursuing these relationships, the Forum will work to ensure it is not competing with its own

¹ <https://sdf.memberclicks.net/assets/documents/cc%20sca%20charter%20v3%200%200%20-%202023%20october%202012.pdf>

members in working with the end user community, but rather fostering collaboration between members and that community.

Success in this goal will ensure that each project undertaken by the Forum's members has at least one formal partnership with a relevant end user representative.

3. **Improve Regional Support** – The Forum will establish and execute a strategy for forming special interest groups and projects focused on regional needs. The Forum will leverage regional meetings and workshops in each region as necessary to gather requirements as inputs to this strategy and to support execution of individual defined initiatives.

Success in this goal will result in higher participation in Forum activities by members in all three ITU regions.

4. **Strengthen the Forum's Brand** – The Forum shall aggressively promote its projects, partnerships and positions to collectively establish its members as thought leaders in advocating for the innovative utilization of spectrum, and advancing radio technologies that support essential or critical communications.

Successful execution of this goal will be reflected in increased requests for information from the broader community, increased activity on the Forum's website and portal, and increased pickup of the Forum's news releases.

5. **Grow Membership** – The Forum believes that executing on these high level objectives will inherently lead to increased participation in the Forum's activities, and will consequently lead to an increase in member retention and ultimately grow membership.

Successful execution in this goal will result in higher membership numbers year to year from FY2013 to FY2014.

This document presents specific plans for achieving these high level objectives in separate sections dedicated to the FY2014 Meeting Plan, and the respective work plans of the Spectrum Innovation Committee, the Coordinating Committee on International SCA Standards, the Board of Directors, and the Forum's Corporate Administration. The budget necessary to support these objectives is also addressed in the last section of this document.

2 Wireless Innovation Forum Organizational Overview

2.1 Forum Structure

The FY2014 Organizational Structure of The Wireless Innovation Forum is presented in Figure 1. The Forum is organized around two standing committees, whose responsibilities are summarized as follows:

- The role of the Spectrum Innovation Committee is to advocate for the innovative utilization of spectrum, and advancing radio technologies that support essential or critical communications:
 - Works with wireless end users and their representatives, including network operators, government acquisition authorities and research sponsors to validate concepts and requirements against technology readiness, to document domain specific requirements, use cases and business models.
 - Supports member organizations in identifying new opportunities for next generation products and services in each defined market domain.
 - Works with the regulatory and public policy community to establish a global regulatory framework promoting the adoption of emerging technologies for advanced wireless systems.
 - Provides a venue for the exchange of information on emerging radio technologies important in wireless networking and produces reports, specifications and recommendations supporting the development and deployment of advanced wireless system and next generation radio devices

Management and oversight of this committee is provided by a Steering Group working in collaboration with a [Regulatory Advisory Committee](#). The Steering Group is comprised of the [Forum's Officers](#), and is responsible for drafting the Forum's "Top 10 Most Wanted Wireless Innovations" list and setting the Forum's "Advocacy Agenda" based on member input. These documents will be distributed to the members of the Forum for ballot following the Forum's standard process.

- Coordinating Committee on International SCA Standards: supports the harmonization of SCA based standards at the international level for the mutual benefits of all stakeholders to include:
 - Defining an industry driven SCA evolution roadmap for the international community

- Profiling the SCA specification and related APIs to define internationally accepted variants that are hosted by the Forum
- Developing extensions to the SCA standards that address any gaps between the defined SCA evolution roadmap and Forum accepted SCA specification variants
- Providing implementation and certification guides, tools etc. easing implementation and supporting proliferation
- Establishing and managing industry led certification programs where appropriate

Management and oversight of this committee is provided by a Steering Group working in collaboration with an [Advisory Council](#).

These committees are managed by the Forum’s elected officers, which include the Chair and Vice Chair of the Forum, the Chief Technology Officer, Chief Marketing Officer, Chief Regulatory Officer, the Secretary, and the Treasurer.

Organizational Structure for The Wireless Innovation Forum

17 April 2013

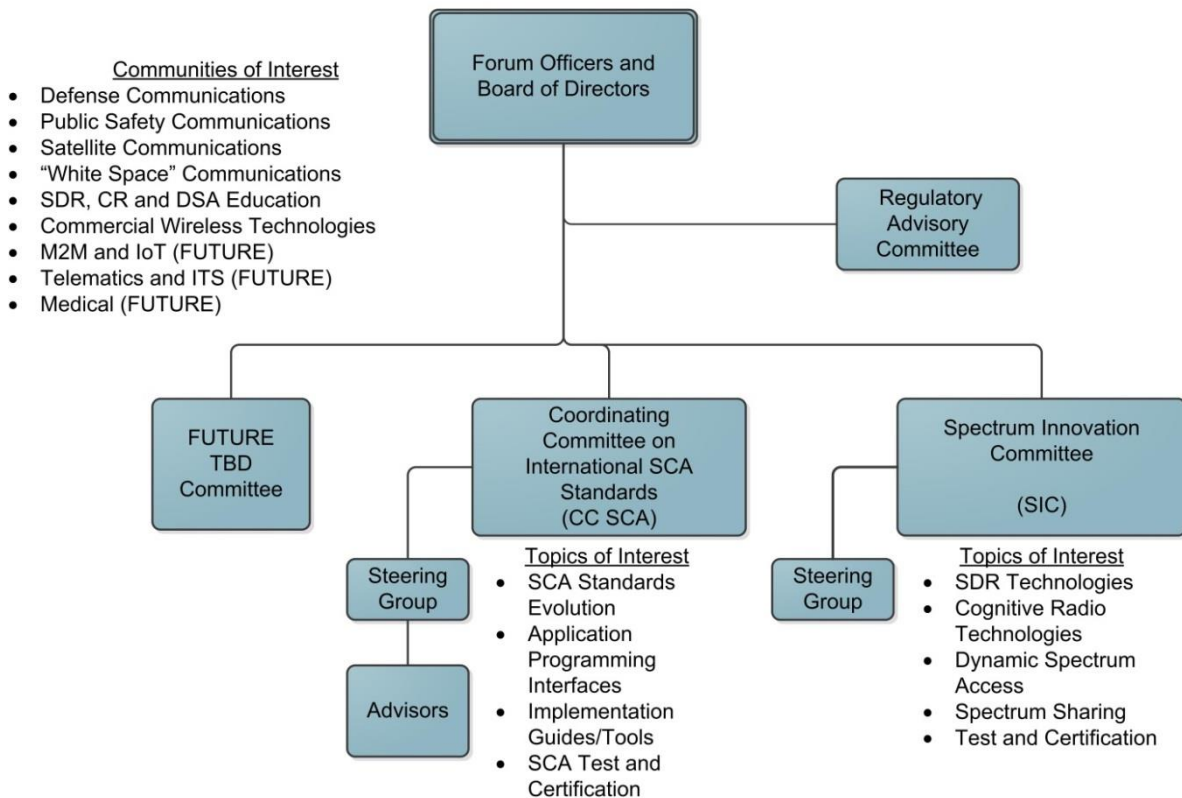


Figure 1: Wireless Innovation Forum FY2012 Organizational Structure

Management and oversight of the Forum as a whole, including the Forum’s corporate affairs, is performed by the Forum’s Board of Directors. These directors are elected on an annual basis, as defined in the [Bylaws](#). The elected slate of Directors for CY2013 is provided in Table 1.

| Name | Member Organization | Position | Email |
|--------------------|------------------------------------|--|--|
| Bruce Oberlies | Motorola Solutions | Chair of the Board of Directors | bruce.oberlies@motorolasolutions.com |
| David Renaudeau | Thales Communications | Director, ITU Region 1 Representative | david.renaudeau@fr.thalesgroup.com |
| Peter Stanforth | Spectrum Bridge | Director, ITU Region 2 Representative | peter@spectrumbridge.com |
| R. Muralidharan | Tata Power SED | Director, ITU Region 3 Representative | r.muralidharan@TataPowerSED.com |
| James Neel | Cognitive Radio Technologies | Director, Small Company Representative | james.neel@crtwireless.com |
| Bob Schutz | Artisan Wireless | Director, Medium Company Representative | bob.schutz51@gmail.com |
| Claudio Armani | Selex ES Communications | Director, Large Company Representative | claudio.armani@selex-comms.com |
| Hiroshi Harada | NICT | Director, Government and Non-profit Representative | harada@nict.go.jp |
| Gerd Ascheid | RWTH Aachen | Director, Academic Institutions Representative | gerd.ascheid@ice.rwth-aachen.de |
| Vince Kovarik | PrismTech | Director, At-Large Director | vince.kovarik@prismtech.com |
| Kuan Collins | SAIC | Officer and Director, President and Chair of the Forum, Secretary | kuan.h.collins@saic.com |
| Ruediger Leschhorn | Rohde and Schwarz | Officer and Director, Vice President and Vice Chair of the Forum | ruediger.leschhorn@rohde-schwarz.com |
| Manuel Uhm | Coherent Logix | Officer and Director, Chief Marketing Officer, Treasurer and Chief Financial Officer | manuel@coherentlogix.com |
| Keith Nolan | CTVR | Officer and Director, Chief Regulatory Officer | keith.nolan@tcd.ie |
| John Glossner | Optimum Semiconductor Technologies | Officer and Director, Chief Technical Officer | jglossner@optimumsemi.com |

Table 1: CY2013 Board of Directors of The Software Defined Radio Forum Inc.

2.2 Forum Corporate Administration

Corporate administration and member services are provided to the Forum through a combination of employees, consultants, and third party contractors. The Forum’s key personnel for FY2014 are as follows:

- Chief Executive Officer ([Lee Pucker](#)) – Reporting to the Board of Directors, the Chief Executive Officer’s primary responsibility is to maximize the value the Forum brings to its members. Accordingly, the CEO drives the development of the Forum’s Strategic Plan and supports the Forum’s other officers in executing on that plan. The CEO proactively identifies opportunities, solves the Forum’s critical problems, and makes an effort to anticipate future needs of the membership. The CEO assures that the organization and its mission, programs, products and services are consistently presented in a strong, positive image to relevant stakeholders, in particular to the Forum’s membership. The CEO, with the Treasurer, oversees the organization’s finances, ensuring the Forum's member’s needs are met to the maximum extent possible while maintaining financial stability as a not-for-profit organization.
- Director of Marketing and Communications ([Stephanie Hamill](#)). The Director of Marketing and Communications (MarCom) has primary responsibility for managing communications for the Forum, including internet presence and member communications, and supporting the CEO in establishing and maintaining the Forum’s leadership in advanced wireless markets, evangelizing the Forum’s programs and services, and supporting the organizational objectives of the Forum’s membership. Reporting to the Forum’s CEO, the Director of MarCom helps assure that the Forum and its mission, programs, products and services are consistently presented in a strong, positive image to relevant stakeholders, in particular to the Forum’s membership.

The slate of key consultants and contractors retained by the Forum to support its members in FY2014 are as follows:

- 1) [Drohan Management Group](#) – Manager of the Forum’s Headquarters Operations
- 2) [InfoEx World Services](#) – Representative for the Forum in China
- 3) [Bowling, Franklin & Company](#) – Audits and Finance
- 4) [Gesmer Updegrove LLP](#) – General Legal Counsel
- 5) [Hogan Lovells](#) – Communications Regulatory Counsel

In addition, the Forum retains a document editor on an as needed basis to support the creation of reports, specifications and recommendations by its members. Additional details on the Corporate Administration Work Plan for FY2014 can be found in Sections 6 through 10 of this plan.

3 Spectrum Innovation Committee (SIC) (Chair: Kuan Collins)

3.1 Structure

The Spectrum Innovation Committee is led by a steering group comprised of the Forum’s Executive Committee along with Topic Sponsors nominated to participate as non-voting members by the Forum’s volunteer CMO, CRO and CTO. Sponsors are as follows:

- Public Safety Sponsor – Fred Frantz, Engility
- Tactical Radio Sponsor – Alberto Quintana, Indra
- Satellite Communications Sponsor – Vacant
- Spectrum Sharing Communications Sponsor – Peter Stanforth, Spectrum Bridge
- SDR Sponsor – Vince Kovarik, PrismTech
- CR/DSA Sponsor – James Neel, Cognitive Radio Technologies
- ITU Region 1 Regulatory Sponsor – Vacant
- ITU Region 2 Regulatory Sponsor – Vacant
- ITU Region 3 Regulatory Sponsor – Vacant

A representative from each commercialization committee will also be invited to participate as an ex-officio non-voting member. In addition, the Steering group may constitute a group of advisors on an ad-hoc basis to support their objectives at any given time.

The primary role of the Steering Group is to identify projects of strategic relevance to the committee membership, to prioritize and launch projects as appropriate, and to monitor those projects to ensure and support execution (see Figure X). In addition, the Steering Group maintains the Forum’s Top 10 Most Wanted Wireless Innovations list and Advocacy Agenda.

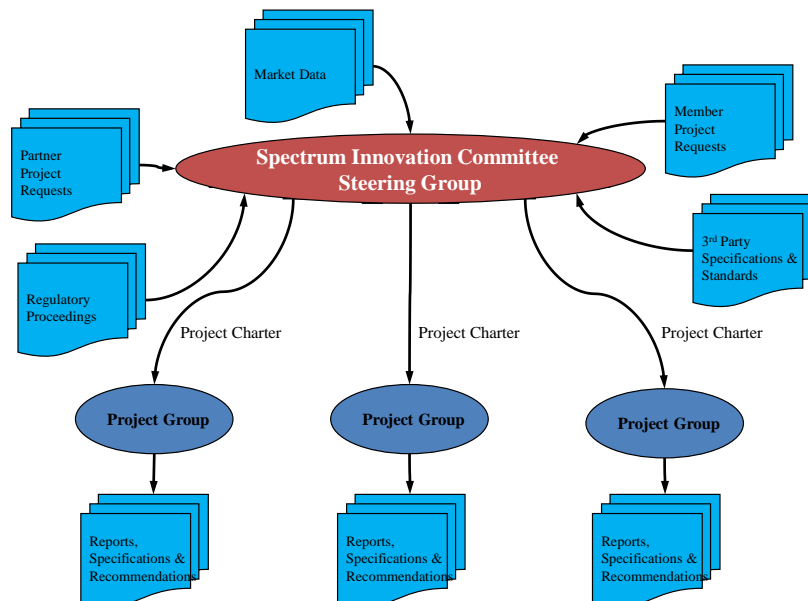


Figure 2: SIC Structure

3.2 FY2014 Objectives

The Spectrum Innovation Committee has established the following committee objectives for FY2014 to support the Forum's High Level Objectives:

3.2.1 Deliver Relevant Work Products

The members of the Spectrum Innovation Committee will deliver at least 5 reports in FY2014 through the projects defined in section 3.3 of this plan. In addition, the committee will explore initiating the following projects for the development of relevant work products in FY2014 and FY2015. The Forum's Spectrum Innovation Committee shall publish revisions of the advocacy agenda as required in 2014.

3.2.2 Strengthen the Forum's Brand

The Forum shall aggressively promote its projects, partnerships and positions to collectively establish its members as thought leaders and influencers in advocating for the innovative utilization of spectrum, and advancing radio technologies that support essential or critical communications.

Successful execution of this goal will be reflected in increased requests for information from the broader community, increased activity on the Forum's website and portal, and increased pickup of the Forum's news releases.

3.3 FY2014 Project Plan (John Glossner)

The Spectrum Innovation Committee will extract roadmap requirements from use case, business model and market study reports developed by its members for consideration in the Forum's Top 10 Most Wanted Wireless Innovations List. Additionally a roadmap of projects will be identified supporting positions within and promotion of the advocacy agenda as required. Topic Sponsors of the Spectrum Innovation Committee will assist in organizing projects focused on the specific needs identified in the Roadmap, Top 10 Most Wanted List, and Advocacy Agenda.

In support of the Forum's Top 10 Most Wanted Wireless Innovations List and to guide the Spectrum Innovation Committee's choice of projects, the Spectrum Innovation Committee shall convene a discussion at each face-to-face meeting for the purpose of defining and publishing a Spectrum Innovation Committee Roadmap and a Spectrum Innovation Committee Watch List.

3.3.1 Execution on Existing Projects

The SIC plans to continue work on the following projects in FY2013:

1. ***"Integrated Communications Systems Model (ICS)"***
 - **Objective:** This model is being created for developers of SDR communications systems across multiple market and government segments who require the development of integrated systems models that encompass both hardware and software architectures within a single integrated design paradigm. The project

will produce a reference architecture and design model describing SDR-based communications systems which, unlike predominantly software-focused design and implementations, will provide an integrated systems model for communications systems that can be used as a foundation for software-based communications systems across a variety of domains, hardware types and applications. This model will be developed using a SysML/UML tool to represent and capture the architecture aspects of the communications system model.

- **Project Leads:**
 - Project Chair: Tom Rittenbach (CERDEC S&TCD)
 - Vice-chair: Vince Kovarik (PrismTech)
 - Vice-Chair: Kuan Collins (SAIC)
- **Milestones:**
 - Expected Completion: October 2013

2. *“Receiver Performance Guidelines and Evaluation Criteria”*

- **Objective:** This report is being developed for regulators, designers, manufacturers and users of wireless communications systems who are developing wireless policy and equipment to access shared spectrum or to coexist with adjacent spectrum uses while understanding impact to current spectrum users. The report will produce a set of actionable guidelines to design and evaluate the performance of receivers that will coexist in shared & adjacent spectrum bands that can be used as a foundation for future radio systems.
- **Project Lead:** Bruce Mueller (Motorola Solutions)
- **Milestones:**
 - Expected Completion: February 2014

3. *“Modeling Language for Mobility (MLM)”*

- **Objective:** This specification is being developed developers of next generation communication systems who want to develop flexible and efficient communication protocols between advanced radio systems to support next generation features of vertical and horizontal mobility, spectrum awareness and dynamic spectrum adaption, waveform optimization capabilities, feature exchanges, and advanced applications. The Report will include use cases, corresponding signalling plan, requirements and technical analysis of the information exchanges that enable these next generation features. It is intended to lead to specifications/standards for languages and data exchange structures to support these capabilities, with the ontology and the MLM language developed in this project providing opportunities for development of interoperable radios by independent vendors by providing a common language for knowledge and information exchange between multiple radios. This project is also being coordinated with the IEEE P1900.5 project with several of the MLM members participating in that P1900.5 working group and providing contributions to that effort.

- **Project Lead:** Mitch Kokar (Vistology)
- **Milestones:**
 - MLM to be resubmitted to P1900.5.1 in July in response to the issued Request for Proposals (See IEEE P1900.5 Project Site)

3.3.2 Spectrum Innovation Committee Roadmap

The Spectrum Innovation Committee Roadmap is a document that outlines strategic projects the SiC desires to undertake in support of the Forum's Advocacy Agenda, the Forum's Top 10 Most Wanted Wireless Innovations List, and the SiC Watch List. The list does not restrict the projects that Topic Sponsors may support but rather guides the Spectrum Innovation Committee to launch new projects that are aligned with the objectives of the Committee.

The Chair of the Spectrum Innovation Committee is responsible for the Roadmap.

New projects planned for FY2013 include:

- Context Aware Cognitive Radio
- PAWS Reference Implementation
- PCAST 3.5 GHz Support
 - Database expansion
 - Network models
 - Priority access models
 - Dynamic behaviour

3.3.3 The Forum's Top 10 Most Wanted Wireless Innovation List

The Spectrum Innovation Committee is responsible for the Wireless Innovation Forum Top 10 Most Wanted Wireless Innovation List.

The process that will be adopted by the Committee in FY2014 is as follows:

- Members of the Spectrum Innovation Committee will discuss at each Committee Meeting any prospective changes to the Watch List
- The Spectrum Innovation Committee will discuss in a Committee Plenary at all face-to-face meetings and update their Watch List
 - New candidates and their reason for inclusion shall be noted
 - Updates on progress for existing Top 10 List items shall be noted
 - Solved problems with references and reasons for removal shall be noted
- A Spectrum Innovation Committee Plenary shall be held prior to the Forum Closing Plenary at each face-to-face meeting for the purpose of voting out the Spectrum Innovation committee Top 10 List changes.

- The Chief Technical Officer of the Forum is responsible for consolidating Top 10 List inputs from all Forum Committees. The procedure shall be as follows:
 - At the opening plenary the CTO shall present the current Top 10 List and remind Committees to actively discuss the list during their working sessions.
 - Prior to the closing plenary the Chairs of each Committee are responsible for providing input to the CTO on any proposed changes to the Top 10 List or the Watch List.
 - At the closing plenary the CTO shall lead a discussion of the consolidated proposals. If changes to the watch list are presented by either Committee, a discussion of the merits of modifying the Forum's Top 10 List shall be conducted.
 - Any changes to the Forum's Top 10 List shall be balloted at the subsequent face-to-face meeting.
 - In addition the CTO shall maintain a consolidated Forum "Watch List that is the union of the Committee watch lists

This Watch List and the Top 10 List shall be available to the public on the Forum's website allowing for comments

- Any public requests for new entries to the watch list shall be reviewed by the CTO and sent to the appropriate Committee for consideration in the committee level watch list

The Chair of the Spectrum Innovation Committee is responsible for the Spectrum Innovation Committee's Top 10 Most Wanted List and the Watch List.

The CTO of the Forum is responsible for the consolidated Top 10 Most Wanted List and the consolidated Watch List.

3.3.4 Advocacy Agenda

The Regulatory Committee is responsible for the Wireless Innovation Advocacy Agenda.

The process that will be adopted by the Committee in FY2014 is as follows:

- At each Committee Meeting or face-face Committee Plenary, members of the regulatory committee shall discuss any prospective changes or additions to the Advocacy Agenda.
 - New Advocacy Agenda topics
 - Additions to existing Advocacy Agenda topics

- Clarifications to existing Advocacy points
- A Regulatory Committee plenary prior to the Forum closing plenary shall be held at each face-to-face meeting for the purpose of voting out the proposed changes to the Advocacy Agenda
- The Chief Regulatory Officer is responsible for consolidating all Advocacy Agenda inputs from all Forum Committees. The procedure shall be as follows:
 - At the opening plenary the CRO shall present the Advocacy Agenda and remind Committees to actively discuss the Agenda during their working sessions.
 - Prior to the closing plenary the Chairs of each Committee are responsible for providing input to the CRO on any proposed changes to the Advocacy Agenda.
 - At the closing plenary the CRO shall lead a discussion of the consolidated proposals. If changes to the Advocacy Agenda are presented by either Committee, a discussion of the merits of modifying the Advocacy Agenda shall be conducted.
 - Any changes to the Advocacy Agenda shall be balloted at the subsequent face-to-face meeting.
 - In addition the CRO shall maintain a consolidated Forum Advocacy Agenda proposed changes list based on inputs from all Forum committees.

The Advocacy Agenda shall be available to the public on the Forum's website allowing for comments

- Any public comments shall be reviewed by the CRO and sent to the appropriate Committee for consideration in the committee level Advocacy Agenda proposed changes list.

The proposed changes list shall only be available to Forum members on the Forum's website.

The CRO of the Forum is responsible for the Advocacy Agenda and consolidated list of proposed changes/additions to the Advocacy Agenda.

4 Coordinating Committee on International SCA Standards (CC SCA) (Chair: Eric Nicollet, *Thales*)

4.1 Charter

The mission of the Coordinating Committee on International SCA Standards (CC SCA) is to “support international harmonization of the SCA through open standards with unlimited public access, while influencing the specification and development and verification of portable SCA based waveforms”.

4.2 Committee Structure

The CC SCA is comprised of 3 major organizational elements. A Steering Group (SG) that is responsible for coordinating the different activities within the CC SCA and ensuring that liaisons with the stakeholders and the Forum’s Board of Directors are maintained. An Advisory Council that acts as an advisory body to the SG, representing various Government stakeholders in the identification of requirements and development of visions to support their operations. A set of Working Groups that focus on identifying needs/issues and providing solutions, executing approved projects. For FY2014, there will continue to be seven Working Groups:

- SCA Next Working Group
- API Working Group
- Implementer’s Working Group
- Test & Evaluation Working Group
- International Radio Security Services (IRSS) Working Group
- Transceiver Working Group
- International Tactical Communications Working Group

The structure of the CC SCA organization is provided in Figure 3 below in conjunction with the relationship of the CC SCA to other WINNF organizational elements.

Structure for Coordinating Committee on International SCA Standards

17 April 2013

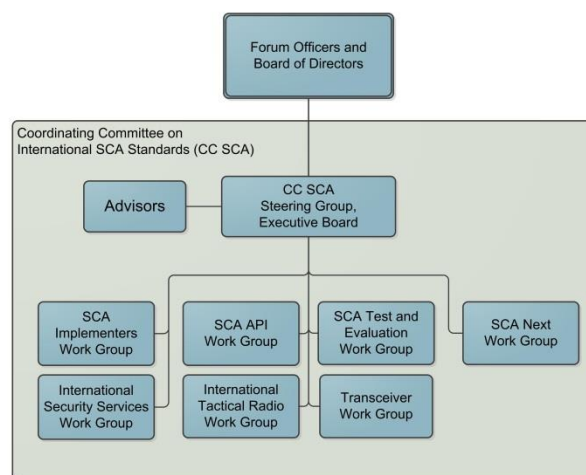


Figure 3: Coordinating Committee on International SCA Standards Organizational Structure

4.3 FY2014 Objectives

The CC SCA has established the following committee objectives for FY2014 to support the needs of the members and participants of the CC SCA in conjunction with the WINNF's "High Level Objectives".

4.3.1 Drive SCA Standards Evolution through Needs Based Roadmaps

The CC SCA Steering Group will develop and publish a suite of technology and operational roadmaps that can be used to facilitate a detailed understanding of user and systems needs that can be satisfied through continued SCA Standards and associated eco-system evolution. Roadmap solutions associated with defined needs will be expressed through a representative combination of suitable elements, which can include:

- Business cases and operating models
- Policies, guidelines, best practices and lessons learned
- Identification and establishment of supporting infrastructure (i.e., process, procedures, tools)
- Specifications, Standards (i.e., APIs) and Technical Reports
- Prototypes (proof of concept implementations)
- Services (i.e., Government support contracts)

The Advisory Council will be provided the opportunity to review, submit and discuss comments regarding these roadmaps to ensure alignment with Government objectives and requirements. These roadmaps will be utilized to define, prioritize and establish relevant CC SCA projects. Candidate topics for FY2014 roadmap development may include one or more of the following:

- Communications interoperability and waveform portability
- Test, Evaluation and Certification
- Security
- Applications (HMI, Android bridge, etc.)
- Mission Planning and configuration (i.e., plug & play)
- Network management (i.e., Manet network solutions and beyond)
- System performance (i.e., throughput)
- Dynamic spectrum allocation
- Advanced wireless networking
- Situation awareness
- SCA component libraries and software reuse

Elements of these roadmaps that require significant technical, business or regulatory innovation will be submitted to the Forum's Roadmap Committee for inclusion in the Forum's "Top 10 Most Wanted Wireless Innovations" report as defined in Section 3.3.3 of this Operations Plan.

4.3.2 Develop and Leverage End-User Community Partnerships

The CC SCA Steering Group will develop and leverage End-User community partnerships as a foundational element to coordinate and harmonize SCA Standards for the benefit of all stakeholders. This will be accomplished by building on the Advisory Council (AC) model through the following:

1. Continued facilitation of information exchange with AC members.
2. Establishment of formal relationships, such as contracts, research and development agreements and memorandums of understanding where appropriate.
3. Strategic expansion of AC membership.

4.3.3 Promote SCA Standards and Technology World-wide

The CC SCA Steering Group will develop and execute a marketing campaign for the promotion and promulgation of SCA standards and technology solutions within world-wide defense markets and penetrating into other relevant SDR domains. The CC SCA will develop and broadly distribute SCA related marketing collateral in conjunction with sponsorship of technical workshops and webinars as methods to promote the values and benefits of SCA Standards technology and solutions. The purpose of this activity is to facilitate the growth of commercial investment in the SCA Standards eco-system providing cost and time-to-market benefits to all stakeholders in the SCA community. This activity is also intended to enable expansion of regional support for SCA Standards across the globe, provide strength for the WINNF brand, while expanding membership and participation with the CC SCA and the WINNF in general.

4.4 FY2014 Project Plans

The CC SCA plans to deliver multiple work products through a series of projects in FY2014. Specific work products and milestones delivered from existing and currently planned projects are presented below.

1. Waveform Portability Guidelines: The SCA Implementer's Work Group will develop and publish a set of SCA waveform application portability guidelines.
2. API Specification Requirements: The SCA API WG will generate and release a specification that establishes a set of requirements of what normative material a complete API must contain.
3. API Specification Enhancements: The SCA API WG will This project will apply the API requirements established in the above item to the existing JTRS Audio Device API, identify missing information, produce this information and publish the missing material as a recommendation or specification.
4. CORBA Zero Copy Enhancement: The SCA Next WG will develop an RFC for the OMG for a zero copy feature that is intended to move data efficiently with increased throughput and reduced latency.

5. IRSS API Specification: The IRSS WG will develop and deliver an updated specification that will contain an initial set of platform requirements (i.e., key management).

4.4.1 Projects

The CC SCA plans to execute the following projects in FY2014 (some rolling over from FY2013 (see above for work product descriptions).

4. ***“SCA Test Lab Recommendation”***

- **Objective:** The purpose of this recommendation is to provide an overview understanding of an SCA Test Lab. This document sets out to identify artifacts that are the inner workings for an SCA Test Lab’s existing. This document identifies the business case as it pertains to the financial concerns as a business entity.
- **Work Group:** T&E Working Group
- **Project Lead:** Randy Navarro, SAIC
- **Milestones:**
 - Release 1 Working Group Ballot: June 2013
 - Release 1 Plenary Ballot: September 2013

5. ***“SCA Next Recommendations”***

- **Objective:** The **SCA Next Work Group** (Chair:) will support the continued evolution of SCA Standards through the technical analysis, evaluation and recommendation of corrections, extensions and improvements, delivering formal recommendations to JTRS JPEO for consideration of incorporation into future versions of the specifications. This will include evaluation and recommendation of SCA Standards extensions that could come from other *Programs* (i.e., ESSOR Program, SvuFA Program). The anticipated cadence for providing recommendations is every 6 months.
- **Work Group:** SCA Next
- **Project Lead:** TBD
- **Milestones:**
 - Release 1 Work Group Ballot (i.e., CORBA Zero Copy): June 2013
 - Release 1 Plenary Ballot; July 2013
 - Release 2 Work Group Ballot: October 2013
 - Release 2 Plenary Ballot: December 2013

6. ***“SCA Waveform Applications Portability Guidelines”***

- **Objective:** The SCA Implementer’s Work Group will develop and publish a set of SCA waveform application portability guidelines for the waveform developers and radio platform manufacturers who require reducing the cost, effort and time needed to perform the development and porting of waveforms among different processing architectures (i.e: DSP, FPGA). The report will provide a compilation

of portability recommendations, guidelines and best practices for waveform development with portability as the main target.

- **Work Group:** SCA Implementers
- **Project Lead:** Alberto Quintana, Indra
- **Milestones:**
 - Release 1 Work Group Ballot: June 2013
 - Release 1 Plenary Ballot: September 2013

6. ***“SCA API Requirements Specification”***

- **Objective:** The SCA API WG will generate and release a specification that establishes a set of requirements of what normative material a complete API must contain.
- **Work Group:** SCA API
- **Project Lead:** Fabio Casalino
- **Milestones:**
 - Release 1 Work Group Ballot: September 2013

7. ***“IRSS Specification Release v2.0”***

- **Objective:** The IRSS WG will generate and release an updated version of the IRSS API specification that includes an initial set of platform security related capabilities (i.e., key management).
- **Work Group:** IRSS
- **Project Lead:** Scott Leubner
- **Milestones:**
 - To be determined from project proposal.

5 Board of Directors FY2014 Work Plan (Chair: Bruce Oberlies, Motorola Solutions)

A primary responsibility of the Board of Directors in FY2014 is monitoring the operations of the Forum ensuring compliance with the 2013 to 2014 Strategic Plan and this Operations Plan. Meetings of the Board of Directors are planned for the following dates:

- September 10, 2013
- October 8, 2013
- December 10, 2013
- March 12, 2014 (in conjunction with the WinnForum Technical Conference)
- June 10, 2013

Additional interim Board Meetings may be scheduled as required.

An additional key role of the Board of Directors is monitoring the financial performance of the Forum. The CEO will send the status of membership and the updated FY2014 financial forecast to the Board monthly. In addition, the financial performance is reviewed following the schedule below:

- October 2013 Board Meeting – Review the audited financial results for FY2013 to be presented to the members at the Annual, and the Q1 FY2014 forecast with projections for the remainder of the year.
- Annual Meeting of the Members – Present FY2013 audited financial results to the members, present updated FY2014 projections
- March Board Meeting – Review Q1 and Q2 FY2014 unaudited financial results and projections for the remainder of the year.
- June 2013 General Meeting – Review the FY2014 forecast and approve the FY2015 Operation Plan and Budget and submit to the membership for approval.

Additional work by the Board to monitor performance and explore strategy is undertaken by the following Board committees:

- **Audits Committee** – Provides board oversight of the organization’s annual financial audit, including reviewing the adequacy and reliability of the Forum’s internal controls and financial reporting, review the independence of and performance of the Forum’s external auditor, review alleged violations of the Forum’s stated policies, and reports to the board on recommendations. Chair: Assigned by the Chair of the Board
- **Finance Committee** – Provides board oversight of the Forum finances including recommending financial policies and internal controls, reviewing the annual budget prepared by staff and recommending it to the full board for approval, and monitoring

financial reports prepared by the staff, including monitoring of investments, against the approved budget. Chair: Treasurer

- **Employee Compensation and Contractor Performance Committee (ECCP)** – as defined in the Forum’s [Bylaws](#)
- **Governance and Policy Committee** – provides oversight and assessment of the Board, identifies requirements for Board orientation and education. Reviews current best practices and governance trends and makes recommendations to the full board on bylaws and policies. Chair: Secretary
- **Nominating Committee** – As defined in the Forum’s [Bylaws](#). The 2014 Nominating Committee is formed by the Chair of the Board of Directors on or before the start of the June General Meeting, and presents the proposed slate of Directors to the Board at the 15 October 2013 Board meeting.

6 Project Support

The Forum's staff will work with Forum leadership to provide the facilities, infrastructure and services necessary for the members of the Forum's standing Committees to collaborate as required to achieve the objectives stated in this operations plan. Specific services defined for FY2014 include facilitating face to face and online meetings, facilitating project initiation and execution, and providing outreach for work groups, task groups and special interest groups to individuals and communities who can provide relevant contributions to their projects. A summary of these services are provided in this section.

6.1 Meetings and Workshops

6.1.1 General Meeting

The Wireless Innovation Forum will host one general meeting in FY2014, which will be collocated with SDR-WinnComm 2014 from March 11 to 13, 2014 in Schaumburg, Illinois. This meeting will act as a primary venue for advancing the work items defined in this Operations Plan, and will provide a venue for outreach to potential new communities, regulatory officials and members of strategic interest.

The draft agenda for this meeting will be posted at least 10 weeks prior to the meeting. Satisfaction surveys taken at the meeting will be used to determine attendee satisfaction, perceived problems, and potential improvements. The survey results will be used to guide plans for future meetings.

6.1.2 Adhoc Face to Face Meetings and Workshops

The Forum will support adhoc face to face meetings and workshops throughout the year as required by the Forum's Committees in achieving their objectives. Where possible, meetings will be hosted at the Forum's offices in Reston, Virginia or at member facilities.

6.1.3 Online Workshops

Starting in FY2014, the Forum will begin hosting a series of half day and full day facilitated workshops. These workshops will make use of the Forum's Go To Webinar facilities, and will be designed to support members in achieving specific objectives outlined in this plan including requirements definition and analysis, issues exploration, and solution validation.

6.1.4 Online Meetings and Tools

Much of the work of the Forum's members is done using electronic utilizing the following tools provided by the Forum:

- Webconferencing: A Go To Meeting account has been established for each committee
- Online Communities: A collaboration area has been established for each work group, task group and special interest group on the Forum's "Groups Portal"

(<http://groups.winnforum.org>). Each collaboration area can host multiple project specific file libraries, list servers and wikis

In FY2013, the Forum's staff will continue to maintain these tools with a commitment **to acknowledge, and where possible resolve, services requests issued by the Forum's volunteer leaders in less than 24 hours**. In addition, members of the Forum staff will periodically contact the Committee chairs and work group leaders to review the utilization of these tools and investigate new options as required to make collaboration between members using these tools more efficient.

6.1.5 Meeting and Workshop Promotion

The Forum will promote member meetings and workshops through event emails, direct communications, social media posts, flyer distribution and advertising as warranted in order to ensure relevant stakeholders are aware of these events and able to plan participation. Success in these efforts will be evaluated by analyzing relative website traffic year following each communication and comparing to the previous year's results.

6.2 Project Facilitation and Management Services

Forum staff will work to enhance service offerings throughout the lifecycle of member projects as follows:

6.2.1 Project Initiation

Forum staff will continue to work with the Forum's volunteer leaders to speed the project initiation process. This includes refining and updating the materials provided in the group leaders' resource directory (<http://groups.winnforum.org/p/do/si/topic=150>), creating a Group Leader's Handbook, and putting the project proposal form online.

6.2.2 Project Support

Forum staff will provide project management services, upon request, to each work group, task group and special interest group to help group leaders in growing active participation and in achieving objectives. Supplied services will include, but are not limited to:

- Group Portal Support
- Meeting Planning Support, including scheduling and attending teleconferences, web conferences and face to face meetings, taking roll and keeping the ballot list, and taking and distributing minutes
- Project Management Support, including schedule and budget management, tracking risks, soliciting contributions, following up on action items with volunteers and reporting

6.2.3 Document Advancement and Electronic Balloting

Forum staff will continue to improve document development and advancement to make the process more efficient and user-friendly for its members. In FY2014, these efforts will include

working with the Committee Chairs and Work Group leaders to transform processes utilized by the Forum's project groups in the development of reports, recommendations and specifications from a traditional waterfall model to a more AGILE approach, allowing for quicker, incremental release of work products². This includes exploring the adoption of a SCRUM framework for project development³.

6.2.4 Support for Strategic Planning and Roadmap Development

In FY2014, the Forum will move to a rolling model for evolving this baseline strategy moving forward. Under this model, Staff will present a list of strategic issues that must be evaluated to each committee's steering group on a monthly basis. Steering groups will maintain a radar screen of strategic issues and direct staff to collect additional data, as appropriate, for follow up. Actions will be generated based on this data, and proposed changes in strategy will be briefed to the Board of directors on a quarterly basis for discussion and approval.

As a part of this activity, Forum Staff will conduct formal interviews with members, potential members and past members, to identify what new programs and activities should be undertaken by the Forum, and what additional improvements need to be made in the Forum in order to maximize the value of membership. Forum Staff shall also make use of Linked In and other Social Media as a vehicle for identifying projects of interest to the membership.

6.3 Project Promotion

6.3.1 Marketing

In FY2014, staff will place a priority on promoting group projects through creation of sell-sheets, where appropriate, and press releases for project approvals and/or newsworthy advancements. In addition, Staff will review previous documents and online materials, on a time available basis, to check for image look and consistency and redesign where applicable to ensure a consistent look and feel for the Forum brand throughout all projects.

In FY2013, Forum staff became more active in reviewing editorial calendars and online white paper placement opportunities and matching these opportunities to current projects, resulting in two article placements. In FY2014, staff will continue to pursue paper placements and editorial opportunities aimed at both growing participation in our groups, growing Forum membership and strengthening the Forum's brand. In conjunction with this, Staff will also create a list of member "experts" on each topic related to the reconfigurable radio value chain in an effort to act as a conduit between source requests and the appropriate member representatives.

The Forum will also explore further segmenting our communications in order to more effectively communicate as well as reduce unnecessary email and increase open rates.

² http://en.wikipedia.org/wiki/Agile_software_development

³ [http://en.wikipedia.org/wiki/Scrum_\(development\)](http://en.wikipedia.org/wiki/Scrum_(development))

6.3.2 Outreach and Business Development

The Forum will leverage its partner relationships and third party events around the world to promote member projects, to solicit relevant contributions for these projects from the broader community, and to otherwise serve member needs. A key element of this for FY2014 will be working to establish formal relationships with end-user communities, using mechanisms that include Cooperative Research and Development Agreements, Memorandum of Understanding, and contracts to ensure projects undertaken by the Forum's members are working towards relevant goals. In addition, Forum staff will work to ensure the success of the CC SCA Advisory Council and the Regulatory Advisory Committee, and will work with members to form new advisory bodies as required.

The Forum will also continue to foster and expand collaborative relationships with partner organizations and programs to promote its member's objectives. This list of organizations will include COST-TERRA, EDA, ETSI, IEEK, IEICE, IEEE, NATO, NCOIC, OMG, QoS MOS, VITA and Weightless. In FY2013, the Forum will also explore new relationships with organizations such as the Cambridge Wireless, IETF, the WiFi Alliance, the White Space Alliance, and the Wireless Innovation Alliance.

Where appropriate, the Forum will establish and maintain voting privileges in these organizations to maximize the ability of the Forum's members to collaborate on work products of mutual interest.

7 Conference Services

The Forum's conferences and events have historically focused on facilitating member to member exchange of information on the latest technical advances in software defined radio, cognitive radio and dynamic spectrum access technologies. Reviews of satisfaction surveys from the previous two years have shown a need to shift away from this model to increase the relevance of the educational content and networking opportunities. Accordingly, starting in 2014, the Forum will revise its conference model with positioning as follows:

*For Radio Manufacturers, System Integrators, Procurement Authorities and End User Representatives, **Who** need to understand technical, regulatory and business advances supporting the innovative utilization of spectrum and advanced radio technologies supporting essential or critical communications, SDR-WInnComm is a technical conference **That** provides a venue for members to network with and learn from the leading innovators in the advanced wireless market to gain a functional knowledge of relevant emerging opportunities and technologies.*

Elements of the conference supporting this revised positioning will be as follows:

- Only the top papers will be allowed into the technical program, with a greater than 50% rejection rate expected in the first year
- Poster sessions will be added to facilitate networking between paper presenters and Forum members
- Subject matter experts will be invited to educate Forum members on hot topics of interest
- Workshops will be held facilitating collaboration between:
 - End user representatives with emerging problems that need to be solved, and
 - Industry experts (member and non-member) on what can be done to solve those problems

Execution on these objectives will be supported as follows.

7.1 US Conference

The Forum's annual US Conference and Product Exposition will be held 11 to 13 March, 2014 in Schaumburg, Illinois. The event will be hosted by Motorola Solutions. Key personnel supporting the operation of the SDR-WInnComm Conference are as follows:

- General Conference Management, Logistics and Operation: Lee Pucker
- General Program Chair: Kuan Collins
- Marketing and Media Relations: Stephanie Hamill

7.1.1 Program Development

For 2014, the Forum plans to have two committees active in making the event a success:

- 1) A Planning Committee: this group will be limited members' representatives and honorary members only and will work to define the actual content of the conference beyond the call for papers. This includes defining hot topics that should be explored in workshops and tutorials, important speakers who should be invited who our members and guests will want to hear from, proceedings publication and promotion, and new program elements that should be introduced.
- 2) A Technical Program Committee: these are people who will manage the paper review track. This year our plan is to limit accepted papers to only a single track of the highest quality papers (20 to 25 estimated), with others likely invited to participate in poster sessions. Stephanie has already set up EDAS , we are finalizing a few details and then we plan to launch the call for papers next week.

The planned dates for the paper track are as follows:

- Abstract Submissions Close: 28 June
- Abstract acceptance emails: 19 July
- Full Papers Due: 27 Sep
- Paper Acceptance Notifications: 15 Nov
- Final Papers and Presentations Due: 18 Feb
- Conference: 11 to 13 March

7.1.2 Operations

All operations of conference events from pre-conference services such as registration and exhibits management to onsite services will be conducted in to the highest degree of professionalism and membership service. Staff will look to maximize the meeting experience for all attendees while focusing on efficiency and economies.

The Product Exhibition at SDR-WInnComm will be on Wednesday and Thursday, and the traditional welcome reception for SDR-WInnComm will be on Tuesday night in the Exhibition Hall.

During the first quarter of FY2014, we will investigate webinar options for selected presentations at SDR-WInnComm. If webinars are possible, we will consider pricing options and alternative programming for the conference.

As with the general meetings, satisfaction surveys by attendees will be used to determine attendee satisfaction, perceived problems, and potential improvements. The survey results will be used to guide plans for future conferences.

7.1.3 Marketing and Communications

In promoting the conference, Forum staff will continue to utilize multiple channels including emails, news releases/ announcements, website promotion, co-sponsors advertisement, and

free calendar placements. Website traffic analysis indicates that the Forum's direct email campaigns have the most impact on conference promotion, and so in FY2014 Forum staff will explore sending more targeted, segmented emails to promote specific topics of interest to relevant stakeholders. Site traffic also shows strong event site traffic despite the decrease in attendance. A priority will be placed on keeping the event site dynamic.

In addition, the Forum will evaluate extending the marketing mix to include using additional social media channels, including creating event pages on LinkedIn and Google+.

In FY2012, the Forum reduced printing costs substantially by creating an online only interactive agenda and producing only a printed pocketguide, rather than a full showguide. Response to this was quite favorable, and Forum staff will continue to refine the mix of electronic and printed product to best meet the needs of attendees.

7.1.4 FY2015 Conference on Communications Technologies and Software Defined Radio (SDR-WInnComm)

Planning for the FY2015 US conference will begin Q2 FY2014. The Forum will announce the location and schedule for the FY2015 conference during SDR-WInnComm 2014, and the call for papers and important dates will be released shortly after that conference.

7.2 SDR-WInnComm-Europe

The Forum anticipates holding its next European Conference in the Fall of CY2014. Planning and development of this conference will occur in FY2014.

8 Other Member Services

8.1 Existing Services

8.1.1 Webinars

In FY2011, the Forum began a new Webinar Series as a member service, utilizing Go To Webinar in support of the Education pillar of the Forum's Strategic Plan. These webinars provide a vehicle for Forum member organizations to share their research and development activities with the broader community. In FY2014, the Forum will continue to support this series with at least 6 webinars planned in addition to the online workshops mentioned earlier. In addition, a key activity for this service will be to build a backlog of webinars to continue the series into FY2015.

8.1.2 Annual Awards

The Forum will launch the 2013 Awards program in November, with nominations pursued in emails, and on the web site. Finalists will be announced in December 2013, and the winners will be announced via press release, with an appeal to attend the March conference where winners will receive their awards. Award winners will be given special consideration at the event, to be

determined after staff interview past award winners to find what would be an appropriate incentive.

8.1.3 Newsletter

Our e-newsletters and periodic event emails are currently our main vehicle of communication with our members as well as non-member target audience. Over FY2012, in a constant effort to find the most effective and least intrusive way to communicate with members, the communication schedule was altered. The once bi-weekly SDR, CR, and DSA News & Opportunities was redesigned and switched to a weekly distribution. The redesigned product boosted open rates to the industry average and the click-throughs continued to be 2-3 times that of the average. To augment the switch to an abbreviated weekly format, a comprehensive monthly Member News Digest was created, with a letter from the CEO overviewing Forum projects and events, the full month of News and Opportunities links, event news, and a monthly communications article highlighting various facets of Forum membership, such as groups portal tips and information, the Forum's social media presence and more. It received favorable reviews from the members who read it, but the read rates were found to be very low.

In response to the launch of the Forum's advocacy agenda, and in an effort to make the Forum a daily resource for our membership, the staff adjusted the communications schedule in April 2013 to a daily news feed format. Appropriate news items are communicated to members via a feed through the group collaboration site. Staff will work to streamline and update the database, on a time available basis, to ensure all member representatives are given access to the site in order to access the feed. The feed is also distributed via the Forum's LinkedIn group page. Event emails are sent to members and non-members as needed.

8.1.4 Member Discounts

The Forum offered 15 event discounts in FY2013 and Forum staff will continue to expand upon our discount offerings on a time available basis by pursuing partnerships with events of interest to our members. The partnerships in turn strengthen the Forum's brand by providing a vehicle for cross-promotion and exposure to our target audience.

8.1.5 Social Media

Social media engagement increased in FY2013, from 172 to 284 followers on Twitter and 173 likes to 210 likes on Facebook. Forum staff will continue to use these vehicles as necessary to strengthen the Forum's brand and promote participation in events and projects. In addition, staff will explore creating a presence on Google+ on a time available basis, which is growing in popularity with our target audience, and increasing our presence on LinkedIn, as it has been shown to be the primary social and professional network for our membership.

In order to further promote participation in FY2014, Forum staff will expand event promotion to include group pages in LinkedIn for our conferences. This will encourage engagement among attendees prior to the event as well as allow a vehicle for promotion of workshops, tutorials,

etc., as the presenters can post information on their sessions, exhibitors can promote their booths, etc.

8.1.6 Web Site

In FY2012, the Forum conducted focus groups to evaluate the quality of the Forum web site and look for avenues of improvement. As a result, the home page underwent a slight redesign to improve efficiency and usefulness, thus strengthening the Forum's brand and encouraging participation. It was also determined that a larger shift may be in order, which will be researched and explored in FY2013 and possibly implemented in FY2014 depending on the availability of budget. In FY2013, various changes were made to the Forum's site including a regulatory feed, the addition of a slider for the center images allowing easier navigation to the highlighted topics, a reorganization of the main buttons to easily navigate to the Forum's Top Ten List, Advocacy Agenda and SCA Committee, a revision of the text links to best highlight our Forum resources and document library, and the addition of a Forum Events button, which became one of the top five pages hit within two months of its implementation.

8.2 New Projects

In addition to supporting the above services, the Forum will maintain a backlog of new services requested by members. Development of these services will be prioritized and pursued on a time available basis. Examples of such projects are given in the following sections:

8.2.1 Enhanced Support for New Members

Forum staff will undertake program to provide extra support to new members to ensure they are able to effectively participate in the Forum's projects and activities. Items that will be evaluated in this activity are as follows:

- Enhancing the new member package to include more details on how to get involved
- Introducing new members in a more timely way to existing members by employing social media (Facebook, LinkedIn, Twitter, Google+) announcements when a new member joins
Establishing a new member mentoring program
- Extending the newcomer orientation held at each meeting to a session on "making the most of your Forum membership" and extending a personal invitation to recent new members
- Follow up with new members at 3 and 6 month time periods to identify and correct any problems

8.2.2 Product and Services Directory

In 2008 the Forum launched an online Products and Services Directory centered around the reconfigurable radio Value Chain. The goal of the directory is to promote our members as well as make the Forum a resource to the SDR, CR and DSA communities as a whole by providing a searchable directory whose results yield company names, an advertisement (supplied by

member) and web site for each company in each category, thus driving traffic to our members' sites. Currently, 14 members have opted to include an ad for their organization, however activity on this directory has been largely dormant for quite some time.

In FY2014, Forum staff will to revitalize this directory to maximize its value to the community. As a part of this, Forum staff will pursue ads by contacting each member's marketing department.

Note: non-member organizations will also be allowed to participate in the directory upon request, as required by law.

8.2.3 Experts Program

To further strengthen the Forum's brand and encourage Forum membership and project involvement, the Forum will work toward establishing an "Experts" program, soliciting member representatives who will volunteer to act as "Subject Matter Experts" in a specific technical, business, or policy area of their choice. To promote experts, we will add an "Ask the Experts" button to our web site. This will facilitate connection between Forum expert members and those with specific topic inquiries. Eventually, when there is enough budget, the Forum can then expand the program to include promotion to reports seeking sources via "ProfNet" and other similar services.

8.2.4 Online Technical Journal

The Forum will explore the development of an online, peer reviewed technical journal to promote member research and development activities.

9 Other Corporate Administration

9.1 Annual Meeting of the Members

The Annual Meeting of the Members, as described in the Forum [Bylaws](#) will be held on Tuesday, 10 December 2013 in Washington, DC.

9.2 Corporate Filings

The Forum will continue to evaluate and improve internal office functions related to financial controls and reporting, archival storage of documents, and membership initiation and renewal. Finance and Accounting Procedures will be updated in Q1 FY2014 to reflect modifications of the membership renewal process as well as the process for managing Value Added Tax in our European Events.

In addition, the Forum shall ensure filings as follows:

- 990 filing with the IRS – 15 November 2013
- Arizona and California Tax Exempt Returns – 15 November 2013
- Canadian Information Return – 15 November 2013
- Canadian Extra-Provincial Annual Report – 2 January 2014
- 1099s to recipients – 31 January 2014
- 1099 and 990s to IRS – 28 February 2014
- Foreign Bank Account Form – 30 June 2013
- Fairfax County, VA Business, Professional, Occupational License-01 March 2014
- Fairfax County, VA Personal Property Tax-01 May 2014
- Virginia Corporate Commission Report-30 April 2014

9.3 Insurance

In addition, the Forum shall perform an insurance review (D&O, E&O, Liability, etc.) to be completed to be completed in advance of the renewal date.

9.4 FY2014 Planning Cycle

The FY2014 Operation Plan will be developed on the following schedule:

- Board Approval of High Level Goals for FY2014 – 12 March 2014
- High Level Goals and Ops Plan Process Presented to Group Leaders – 13 March 2014
- Draft Budget Presented to the Finance Committee – 26 April 2014
- Draft Plan Submitted to Officers – 10 May 2014
- Final Draft Approved by Forum Chair and CEO – 20 May 2014

The final plan will be presented to the Board of Directors for their approval during the June 2014 Board Meeting, and will be submitted to the membership for final approval immediately thereafter.