

ASSOCIATION OF GRADUATES

UNITED STATES AIR FORCE ACADEMY



BOARD OF DIRECTORS MEETING 2 May 2014 APPROVED Meeting Minutes

Board Members Present: Roger Carleton,'67, Chair; Vic Andrews,'66, Vice Chair; Bebe O'Neil,'83, Secretary; Jack Fry,'67, Treasurer; Mike Torreano,'70; Bruce Wright,'73;; Drew Miller,'80; Larry Fariss,'75; Robert Munson, '73; Cathy McClain, '82; Dick Sexton,'60, President, Class Advisory Senate.

Board Members Attending via Teleconference: Kathleen Rock,'98; Mark Rosenow,'03;

Board Members not present: Kevin Chilton,'76;

AOG Staff Present: William 'T' Thompson, '73, President & CEO; Gary Howe, '69, Exec. VP; Alton Parrish, CFO and Senior Vice President for Finance; Marty Marcolongo, '88, Senior Vice President for Business Development; Bob McAllister, Senior VP for Communications; Corrie Grubbs, Vice President, Alumni Affairs; Jack Mueller, '70, Director of Information Systems; Hadassa Muñoz, Executive Assistant.

Members and Guests Present: Lt Gen Michelle D. Johnson'81, Superintendent USAFA; Jennifer Bateman, USAFA Endowment; Brian Binn,'72 USAFA Chief, Development and Alumni Affairs; Garry W. Dudley'68; Dick Rauschkolb'70; Terry Storm'61; BGen Evan M. Miller'88, Vice Superintendent, USAFA

I. Call to Order

The Chairman called the meeting to order at 0830 hours MDT, Friday, 2 May 2014.

II. Consent Agenda Approval

MOTION: Director Andrews moved, and Director Munson seconded, that the Board approve the meeting minutes for 7 February 2014. (Atch: 1)

Motion passed unanimously.

III. Approve Agenda

There were no changes offered by the Board to the Chair's agenda.

Board Chair informed Directors that though not on the Agenda, Director Miller would be giving an update on his suggested Topic of an AOG Mentoring Program.

IV. Secretary Report

Parking lot item review: Non-graduate information being published in the AOG Register. There are issues with privacy regarding personal data. The AOG will look into querying non-graduates, using CAS input and AOG sources, for voluntary inclusion in the Register. This action will remain open.*

V. Staff Report

A. AOG Operations Plan 2015

CEO Thompson gave the board a synopsis of the AOG Operations Plan. The AOG Ops Plan was developed to meet AOG BOD Ends and provide structure around measureable CEO performance metrics. It was developed in the 2010-2011 timeframe and is a 5 year plan, last updated in 2013, and is divided into five areas (full report at Atch: 10). The five measurable areas include: Communications, Alumni Affairs, Business Operations, Finance, and Heritage. Some key highlights follow:

Communications- Sr. VP Bob McAllister briefed the status of the communication network. Recognized Checkpoints as “Overall Best Communication” for colleges and universities!

- Social Media
- On-line revenue
- Social Media vs other schools in web presence: leading the MWC and all service academies.
- Outline Cash processing

AOG website access, length of time per visit show growth. Other media options - 7258’ and Zoomie News all showing positive trends.

Director Fry queried about how the on-line donations are categorized. There are donation options for USAFA Endowment Long Blue Line and AOG Long Blue Line Funds. The CEO will brief the board at the August meeting as to the business decision of on-line fund allocations.

(Parking lot item*)

Communications Surveys are being used to determine the value of articles, photography, etc. using Checkpoints as the premier publication.

Communications Award – several awards received including ‘Overall Best Communication’. Sweepstakes, Gold, Silver, and Bronze awards in several categories.

Alumni Affairs

Chapter growth – reached 84 chapters with a goal of 80.

Ambassador growth – (ambassadors are grads identified in areas in need of AFA presence and awareness with the idea to eventually form chapters) - reached 112 ambassadors with a goal of 100. Set a new goal of 120 for 2015.

Reunion attendance growth – class of 1973 broke all reunion attendance records this past fall!

Reunion attendance is up - typically 3000 participants per reunion.

Membership in graduate community – average 350-400 life memberships/year.

Jerry Bruni – '70, subsidized memberships for his class and others to increase the percentage of AOG memberships.

LMAG – Life Membership at Graduation: steady and continued growth. The goal is 70% for the incoming class. Administration has changed protocols making LMAG enrollment more cumbersome, but still a part of in-processing day.

Founders Day – 27% of Chapters conducted Founders Day events vs 13% in 2010.

Merchandise, royalties, advertising, and sponsorship show growth with 'cost of sales' being reduced.

True Blue Sponsor Program – 38 sponsors that get exposure on websites and social media.

SACC - Service Academies Career Conferences – job fair for grads

Finance Reserve Fund has grown steadily since 2009. The Reserve Fund currently has \$1.2M with on a goal of \$1.5M by June 2015.

Heritage projects

CEO Summary – Tremendous growth with projects, most are funded by classes and are found in the cadet area, Doolittle Hall, and the SEA Pavilion. We have sister service academies providing plaques recognizing military service in the SEA Pavilion area.

Executing plan toward 2015

Looking at 2015-2020, in conjunction with the BOD and updated ends.

B. Quarterly Financial Update

CFO Alton Parrish briefed the Board on the statement of financial position for the AOG as of 31 March 2014 (Atch: 5)

C. CEO Monitoring Reports

a. CEO Monitoring Report: Policies 2.1, 2.3, 2.9 (Atch: 2, 3 & 4)

The CEO briefed the Board on the following quarterly monitoring items: Treatment of Members and Other Constituents, Financial Planning Budgeting, and Board Awareness and Support summarizing that he remained within the Executive Limitations set by the Board in its Policy Manual.

D. Graduate Dependent Scholarship

EVP Howe reported that Graduate Dependent Scholarship award winners have been chosen and will be notified by the AOG. \$500 scholarships have been awarded to graduate dependent high school seniors and college students each year since 1987. This year, 128 applications were submitted and graded. The top 20 students receive \$500 scholarships. Director McClain queried as to changing the essay prompt to provide different subject matter to vary the material. The AOG will take that as a suggestion. The scholarship endowment isn't large enough to sustain the 20 scholarships each year and the AOG operating fund augments about 30%.

Funding of future graduate dependent scholarship endowment for August discussion. (Parking Lot*)

VI. Committee Updates

A. Finance & Investment Committee

Director Fry is seeking someone to augment the committee with audit and GAAP experience as the committee recently lost a member. The CAS has been solicited to share the search for qualified individuals.

Director Miller commented about the transparency of the budget for various lines of operations. Sr. VP for Finance, Alton Parrish replied that each allocation and operations projects are available for review. There are over 100 initiatives currently being supported. CEO Thompson commented that our strategic governance model allows for those decisions to reside in the AOG management structure. Director Fry, the Finance and Investment Committee Chairman, volunteered to request any financial info for board members.

- i. Approve Budget FY 2015 (Atch: 6)
- ii. Motion for addition to the FMIP

Motion #1: Director Munson moved and Director Wright seconded to approve the FY2015 budget. 11 Directors voted yes, Director Miller voted no. Motion passes.

Motion #2: Director Beasley moved and Director Andrews seconded for Board to develop a Board Policy to codify bequests and/or unexpected gifts when they come in.

Motion passes unanimously.

Motion #3 Committee Chair Fry moved and Director Miller seconded. How life insurance monies be divided/allocated. Director Munson asked that this motion be discussed in Executive Session; Chairman Carleton agreed and Director Fry withdrew the motion.

Motion #4: Director Fry moved and Director Andrews seconded the distribution of the Bennett insurance payout: 75% to the LBL Endowment and 25% to the LBL fund. The insurance payout is considered a separate fund and not part of the estate.

Director Munson asked that the Board vote against, as Mr. Bennett had a clearly stated intent in his will that he preferred his estate to be used to support the USAFA Soaring Program. The will's executor, EVP Howe noted that the insurance monies are separate from the estate monies and comes to the AOG without conditions.

11 Directors voted yes, Director Munson voted no. Motion passed.

B. Audit Committee

Director Torreano had no comments for the board regarding the audit committee.

C. Awards & Recognition Committee

- i. Alumni Achievement Award Discussion
Director Rock discussed the present challenge finding candidates. Director Rock commented on

the progress of the Alumni Achievement award. The challenges to attract qualified and competitive nominees are the same as the DG task force. Continued outreach is necessary utilizing the various AOG communications networks. Combining the DG and Alumni Achievement process would be mutually beneficial. The costs of the Alumni Achievement award presentation was thought to be minimal, limited to travel and lodging only, and be presented during the Founder's Day celebration. Director Rock mentioned matching funds with donations solicited from previous DG award winner with AOG funds may be an option. Director Fariss contributed the idea that younger graduates would be included by focusing on a target 'decade' as the DG award considers the life-long service of a graduate. Director Munson contributed that the Coast Guard Academy has a similar award wherein they target junior graduates from the academy that is sponsored by their alumni association. Chairman Carleton and CEO Thompson commented that this type of award would be in need of AOG support to codify the process and put some structure around involving chapters and AOG staff to assist. The nominee for Alumni Achievement will be tabled awaiting the decisions on the improved and augmented structure to be provided by the CEO and AOG staff. (Parking lot*)

- ii. Nominee for Alumni Achievement Award (EXECUTIVE SESSION)

D. Distinguished Graduate Award Committee

- i. DG Nomination and Selection Process

Board Secretary O'Neil proposed to place the DG Task Force as a standing subcommittee of the Awards Committee. Previous boards didn't have an 'Awards Committee' and combining would be more functional. It would more fully align the nomination, vetting, and selection process in line with the Alumni Award and simplify the process. The plan is to enable greater numbers of qualified nominees be included. The DG selection process is driven by HQ USAFAI 36-2815. Placing the DG Task Force as a subset of the Awards Committee would not change any provisions or requirements of the Instructions. Director Rock agreed that combining these two initiatives would make the nomination and selection process more streamlined, efficient and potentially provide a greater opportunity to recognize more graduates. The CEO, Chairman, the Executive VP, Director Rock and Director O'Neil will present some ideas at the August meeting for board consideration. (Parking Lot item*)

E. Nominating Committee

The following Directors' terms end following the Feb '15 meeting:

Directors Rock, Munson, Rosenow, Fry, O'Neil, Beasley, Wright, and Chilton.

The nominating committee is tasked with recruiting Director candidates to fill the vacancies. The Board wanted the committee to nominate candidates for a well rounded Board of Directors. The Board will consider recommending a slate of candidates to the membership per the By-laws. All candidates will be vetted and presented to the membership for electronic vote.

MOTION: Whereas the AOG will hold an election in February-March 2015 to fill several Director positions, Director Munson moves, and Director Orville seconded, that

This Board charges the Nominating Committee with the following actions:

1. Recruit at least 12 candidates that meet the following criteria:
 - a. Meet Bylaws criteria for candidacy

- b. Have skill set/characteristics that can represent the membership and will be of value to the 2015-2017 AOG Board as it discharges its duties.
2. Present to the Board, at the December 2014 meeting, a slate of recommended candidates for approval by the Board to be presented to the membership.
3. The Nominating Committee, in its search and deliberations, will seek to provide the 2015-2017 Board with the following characteristics:
 - a. Small Business CEO experience
 - b. Senior General Officer
 - c. Financial Experience
 - d. Current/recent military duty/command experience
 - e. Gender diversity
 - f. Ethnic/racial diversity
 - g. Lawyer
 - h. Age diversity

The motion passed. Director Rock voted no, Director Miller abstained.

Director Rock commented that a recommended ‘slate’ of candidates that may possess the skill sets identified above and endorsed by the current AOG BOD may unduly influence membership voting. Director Miller also mentioned that the criteria cannot be exclusive, but rather the Board needs well rounded individuals to serve as Directors on the AOG BOD. Director Fry stated that the Board has a mechanism to target certain skills or criteria in the ‘appointed’ Director role and may not be necessary to publish a recommended slate of candidates. Director Sexton contributed similar comments. Chairman Carleton reminded the group that most boards, for profit and not for profit, do typically present an approved ‘slate’ of acceptable candidates for membership vote. EVP Howe stated the names need to be on the ballot by the AOG BOD meeting of December 2014.

F. Governance Committee

1) Director appointment

MOTION #1: Director Andrews moved and Director Wright seconded to appoint Director McClain to the Governance Committee. Her skill set will be greatly appreciated and utilized by the committee. Motion passed unanimously.

2) Conflict of Interest

The board members filled out annual ‘Conflict of Interest’ statements as required by By-laws.

3) Policy Manual Chapter 2 – Review Executive Limitations

Director Torreano incorporated suggestions to reorder and add clarifying language but no significant changes.

Motions will be presented at the August meeting. (Parking lot*)

4) Policy Manual Chapter 3 – Motions for Board/Staff Linkage changes

The impetus for the change in Chapter 3 is to establish a better methodology to assess the CEO using measureable metrics for evaluation and job performance. Director Munson explained.

1. Keep Chapter 3 as is currently written by voting no on proposed change and proposed amendment.
2. Accept Motion #2 to Policy Manual Chapter 3 as presented
2. Accept Motion #3 with Amendment to Motion #2. Description of changes with the amendment:
 - a. Although CEO had a requirement to establish a plan, he/she didn't have a requirement to present said plan to the Board of Directors.
 - b. It modifies the CEO reporting schedule to the BOD on an annual and quarterly basis.

For the last three meetings, Director Munson reported that Director Chilton has worked with the Board on proposed changes to Chapter 3 of the Policy Manual. Director Chilton's final draft incorporates two substantive changes:

The CEO should be involved with developing the Ends policy through the and that the CEO should present his strategy to achieve the Board's Ends to the BOD for approval and also provide quarterly reviews. The Board generally agrees that it should know the CEO's strategy and be updated regularly on outcomes, but is split on the need to 'approve' the strategy.

MOTION #1: Director Andrews moved and Director Wright seconded to approve Policy 3.0 -3.4 re-write as submitted by Director Chilton and contained in (Atch: 8)

MOTION #2 Amendment: Director Munson moved and Director Fariss seconded, that the motion to change the policies 3.0-3.4 be amended to read as contained in (Atch: 9):

Director Miller commented that the changes model the weakening of the BOD. He feels the BOD should approve strategy and not be active only during egregious events. He thinks the Board should have input on strategy, development of plans, and setting policy.

Director Wright requested that the Chairman summarize his observations for clarity. The Chairman would endorse a policy that allows for 'review and approval' of policy and strategy. That would enable a smooth transition for a new CEO in the event the current CEO is incapacitated or unavailable for service. The Board always has the flexibility to change oversight and scrutiny of the CEO and board policy if they determine it is needed. Director Fry questioned the ability to review strategy or operations plan, and budget. Director Andrews comments that there is no substantive change to the Board's influence over the direction of the organization and it is the board's directive to provide input and feedback when not satisfied with any part of AOG process. Director Sexton commented that the review process is effective and is subject to annual scrutiny for improvements, and the CEO is always subject to the overarching Executive Limitations. Director Rock questioned the difference between the ops plan and the strategy. Chairman Carleton provided the info that ops plan is the 'means' to achieve the strategic ends. She also endorsed that the AOG website information covering the 'Ops Plan' was very comprehensive and well done. It would be valuable if presented to the board during quarterly meetings. CEO Thompson added that the AOG has always had a plan, published on the AOG website for, not only the BOD but, the membership to peruse and provide comments and feedback. The amendment just formalizes the requirement for the CEO to brief the plan to the BOD.

MOTION #2 Amendment: Director Rock and Director Miller voted no. All other Directors voted yes. Motion passed.

MOTION #1, as amended: 11 Directors votes yes, Director Miller abstains. Motion passed.

G. Heritage & Traditions Committee

- i. Walk the Heritage Trail – the entire board walked the Heritage Trail and were treated to a new and improved rendition of the POW sculpture on display at the SEA Pavilion. The recommended changes to the POW were incorporated by the artist, Jim Nance. The subject appeared younger and more defiant than the previous example. The board members present were impressed with the new depiction and were pleased with the rendition. The Heritage and Traditions Chairman, Director Wright, would like to recognize AOG staff member, Amanda Hess, and Committee member, Andi Biancur, for their efforts over the past several weeks with communications and diligent follow up.

VII. Endowment Update

Board Chair introduced Jennifer Bateman, USAFA Endowment, VP Development. Jennifer worked with the AOG from 2000-2007. Joined the USAFA Endowment last year.

Distributed the 2013 Annual Report and briefed the following six ‘P’s:

- Plan - Comprehensive campaign planning/phases to attain success and long term relationships with donors. Donors want to make a difference and solve problems.
- Priorities – targeted to deliver the ‘why’ of donor programs and ‘how’ they elevate and enrich cadets’ experiences. Are fund raising initiatives in line with the strategic view? There is careful preparation with marketing of priorities to ensure core strategic elements are aligned, supported and organized.
- People – there is a need for additional staffing and development officers to reach the next level of giving.
- Prospects – fundraising encounters difficulty when faced with lack of prospects. Now is the time to engage the next wave of donors. Those entities are outside of close friends and family, like corporations, graduate parents and associates that require very little time to cultivate.
- Performance – improved numbers annually. The targets are getting increasingly aggressive and need staff to meet those numbers.
- President – Donors want to interact with the President (Superintendent) and the UE is there to facilitate those relationships while maintaining appropriate protocols.
- Touched on: The Essence of the Academy from the Superintendent and her staff. It identifies what it means to be a USAFA graduate .

Values targeted for the USAFA grad – Harmonizing STEM and Liberal Arts, creating a competitive environment, investing in AFA’s infrastructure and physical plant to define the core experience for cadets.

USAFA Endowment is working with Brian Binn on the Gifts Needs process (strategic priorities) from each department, each mission element, and prioritize needs.

Board Chair asked Brian Binn to share with the board what had been discussed at the last JCC meeting.

Brian mentioned that LtGen Johnson would brief the Essence of the Academy and other strategic initiatives. (4 April 2014 JCC Meeting Minutes (Attachment: 7)

Director Wright commented on the safety/security threats that graduates are dealing with. The UE may be successful with donors in the private sector utilizing senior AFA graduates in the Intel and security arenas.

Director Fry pointed out the giving website may be confusing to navigate when a donor is looking for a specific fund. Ms. Bateman hired a new director of development communications to address those concerns and the various platforms. Communications, major gift officer, lead annual gift officer, and director of annual giving are the four vacancies on the UE.

Director Munson lauded Ms. Bateman for her service to the USAFA Endowment. The MOU provides mutually beneficial fund raising to meet the needs of the AOG and the UE.

VIII. Guest Speaker, Lt Gen Michelle D. Johnson'81, Superintendent

Lt Gen Johnson briefed several strategic imperatives facing the Air Force Academy now and in the near future. Not only is the Air Force affected by financial constraints, but the entire DoD as well. The budget cuts continue to pose challenges in the academic arena as well as on the athletic fields. The 'Essence of the Air Force Academy,' integrity, service, and excellence, developing leaders of character continue to be priority issues. The Air Staff provided a reprieve to planned drastic cuts to academic majors and NCAA sports and clubs. Poised for elimination were 13 sports and half of the 31 academic majors. After careful consideration, only 6 sports and 10 majors were eliminated and there were no significant changes made to the cadet wing. The AMT's were reduced to one per squadron from two.

Lt Gen Johnson has made it her mission to capture the institutional characteristics of the armed forces, particularly, the Air Force. The AF Chief of Staff has tasked Lt Gen Johnson with providing recommendations to create, among the cadet wing, a stronger affinity for the AFA as an institution and engender pride, accomplishment, commitment, and teamwork. Some of the issues identified stems from the schedule of calls and the over-scheduling of cadets. To address that, the first class cadets were provided increased latitude to manage their discretionary time, academics requirements, and squadron duties, as they see fit. Engendering a culture of respect and integrity is critical moving forward.

Budget cuts have affected the civilian workforce. 99 positions were eliminated which is 3% of the 3051 civilian jobs. Sports were also identified as opportunities for cost savings. Third assistant coaches and low participation programs were eliminated under budget driven reductions. Air Force Management programs for officer and enlisted personnel provided options for voluntary early separation or retirement of which 1000 AFA personnel were eligible.

The Class of 2014 has career opportunities in 79 of the 85 active AF installation plus 12 additional locations in rated and non-rated positions (47% rated: 456 pilots, 6 Combat Systems Officers, 2 Air Battle Managers, 10 RPA pilots). Space ops, intel, cyber space ops, A/C mx, CE, personnel, developmental engineering, systems acquisition, contracting, financial management, have 30 or more graduates headed to those AFSC's. The pilot goal was filled with a waiting list of 30, CSO's were under goal by 5, ABM's under goal by 4, and RPA pilots by 10. Graduates were approximately 95% successful in getting to one of their first three career choices.

The incoming class of approximately 1200, 80% have accepted appointment. The wing is sitting at 3900 total. Of the incoming candidates, 22% female, 78% males, 24% minorities, 17% athletes. 182 acceptances to the prep school with a goal of 240 total. The pilot goal has been met. We see a need to recruit in under-represented communities and Congressional districts.

The cadet summer programs have not really been affected by budget constraints. Airmanship programs, Operation Air Force, cadet summer research projects, summer camps, summer classes all have no change to the numbers of attendees. What will be reduced for 2015 are the joint programs: the AETC leadership program at Lackland, and the Filmont program, totaling approximately 20 cadets.

AF Secretary James visited the AFA and had a discussion of core values. The Board of Visitors, 3 Star Summit, Officer Assessments Summit, all provide valuable feedback regarding topics in the news media. Sexual assault prevention and response training and staffing, SAPR stand down day, religious expression and freedom of speech, public vs. private funding, legalization of marijuana in Colorado, and creating a culture of respect were all topics of discussion. 18 reports of sexual assault have been reported this year compared to 45 from last year. The AFA has joined forces with other colleges and universities and determined that assaults have been identified as a national issue and not isolated to military installations.

Lt Gen Johnson also identified several extraordinary cadets and cadet programs. Johnson and Wales Institute in Denver recognized 33 cadets at their conference for business leadership and program management; Cadet Eric Hanson, National Science Foundation scholarship winner, along with Naval Academy cadets, were selected to visit Antarctica and the South Pole; baseball player, Cadet Cameron White and the AFA baseball team visits hospitalized children while at away games.

Lastly, Lt Gen Johnson spoke to the need to address the Colorado Springs community as a desirable retiree location. 171K military retirees live in the local area including over 20K AFA graduates in a city of 677K people. How do we keep the 'youth' in the local community to attract business and enterprise to Colorado Springs? The combined input from the Presidents of Colorado College, Pikes Peak Community College, University of Colorado, Colorado Springs, and the AFA, to brain storm ideas to continue to maintain a vibrant community that will attract talent over the long term.

IX. AOG/USAF A Endowment Joint Coordinating Committee

a. 4 April JCC Meeting Minutes Review (Attachment: 7)

Following the Executive Session:

Motion: Director Andrews moved and Director Munson seconded to delete the Joint Strategic Planning Committee. The rationale is per the new four year MOU with the USAFA Endowment, the Joint Strategic Planning function is now the responsibility of the Joint Coordination Committee. Change composition of JCC to include AOG BOD Chairman.

-Any issues that cannot be resolved by both CEOs go to JCC

Motion passed unanimously.

X. Senate Update

Director Sexton distributed a lot of 'raw data' to the CAS to solicit input and feedback from them and

their feelings toward the AOG. He relayed that the CAS feels strongly about that graduates have impressions that run the gamut. The CAS was pleased with Gen Lengyel and the job he has done reference cadet training.

XI. EXECUTIVE SESSION

Director Munson moved and Director Andrews seconded, that per the Bylaws Art V Sec 8c and 8d, the Board go into Executive Session to discuss AOG Honorary Memberships.

Motion: Director Munson moved and Director Andrews seconds that Maj Gen Lengyel be awarded AOG Honorary Membership for his dedication to the cadet wing and the USAFA mission.

Motion passed unanimously.

XII. Other Business

Director Miller advocated the need for an AOG Mentoring Program. The concept requires some assistance from the AOG staff to support and establish structure around the idea and utilize the communication network, social media, and IT support to flesh out the concept. CEO Thompson queried Director Miller on the extent of AOG staff support to determine manpower requirements as there are similar programs currently supported by the AOG and staff. Details to be provided at the August meeting. (Parking lot*)

XIII. Adjourn

The Chair thanked the Board directors and AOG staff for their efforts. The CEO, on behalf of the AOG staff, thanked the Chair for his service. The Board will meet next on August 8, 2014. The meeting adjourned at 4:58pm (MDT).

Note: Portions of the minutes have been rearranged from time sequence to topical sequence.

Respectfully submitted,

Hadassa Muñoz, Recorder

Bebe O'Neil, Secretary

Attachments:

1. APPROVED Minutes for 7 February 2014
2. Monitoring Report 2.1
3. Monitoring Report 2.3
4. Monitoring Report 2.9
5. Quarterly Financials
6. FY15 Budget
7. JCC 4 April Meeting Minutes
8. Chapter 3 Documents for Motion
9. Chapter 3 Amendment to proposal
10. CEO Update AOG Operations Plan 2015