

**AAFM Summer 2020**  
**Board of Director Meeting Minutes**  
**5 December 2020**  
**9:00 AM – 11:00 AM (MST)**

**Board Membership:**

Don Alston  
Tom Cullen  
Jock Dodson  
Shane Finders  
Hank Habenick  
Bob Kelchner  
Michael Kenderes  
Lance Lord (President)  
Bob Parker  
Mark Silliman  
Randy Tymofichuk  
Monte Watts  
Jim Warner (Executive Director)

**Absent:**

Randy Tymofichuk (Excused)

**Call in facilitated by Bob Kelchner:**

- Zoom
- Meeting ID: 243 998 3710

**President Gen Lord's opening remarks:**

Gen Lord thanked everyone for taking the time to attend the meeting

**Agenda:**

The Executive Director welcomed everyone to the meeting and thanked Bob Kelchner for setting up the live feed and reviewed the plan for navigating the agenda

- 1) AAFM Website
  - a) Usage update
  - b) Membership
  - c) Additional Data
- 2) Action Items
- 3) National Meeting update
- 4) Discussions
- 5) Committees:
  - a) Nominating committee
  - b) Museum grants
  - c) Strategic plan

# AAFM Summer 2020 Board of Director Meeting Minutes 5 December 2020 9:00 AM – 11:00 AM (MST)

## Web site update:

- 1) Usage update: Jim spoke to the website time usage (in seconds)
  - Monte spoke to the efforts moving forward on the patch gallery...much more high fidelity...proposed to have completion in Dec 2020
  - Action Item: Gen Lord to provide GLCM patches and heraldry to Monte for inclusion in patch gallery
  - Action Item: Note in next Newsletter to ask for additional info on Ground Launch Cruise Missile/Heraldry
  - Monte discussed opportunity to have a daily Twitter feed
    - Bob Parker in subsequent discussion suggested major events, perhaps weekly (current/past)
    - Bob Kelchner mentioned the first MM launch out of the CAPE in Feb would be one of those events to mention
    - Action Item: Jim to add to “position wanted” in Newsletter to manage twitter feed
- 2) Membership: Holding steady on 1,700
  - Goal is to reach 5 thousand in 2021
  - Monte in his travels has recruited a lot of people
  - Jim provided a shout out to Don Alston and his team for the new AAFM Tag line he has incorporated
    - “AF Missileers: Extraordinary people. Unmatched responsibility. Overwhelming capabilities”
    - Shane Finders subsequently clarified the tag line was strictly Don Alston’s visionary input
    - Jim: Will display on banner at National Meeting

## National Meeting:

- Registration site will go live 7 Dec under “National Meeting”
  - Agenda on slide
    - Events start with an open reception on Wednesday, 6 Oct 21
    - SLC and Park City tours on Thursday, 7 Oct 21
    - Base Tour on Friday, 8 Oct 21
    - Board meeting Saturday early, 9 Oct 21
    - Membership meeting mid-morning
    - Dinner with guest speaker (TBD) Saturday night
    - Will request ICONs sponsorships
      - Reaching out to Northrop Grumman, BAE, etc. for sponsorship

### WEBSITE METRICS: NUMBER OF USERS PER DAY

• Metrics cover 1 September – 29 November

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### WEBSITE METRICS: MOST POPULAR PAGES

Page Title	Pageviews	Unique Pageviews	Avg. Time on Page
Home	2262	1035	47
AAFM/AFM/AFM-Engineer	846	715	45
Newsletter Archive	497	359	190
Timeline	403	274	22
My profile	401	205	80
Online Application	366	342	306
Next personnel request	281	245	52
Directory	280	194	92
Online view journal	275	184	29
Page not found (404)	254	246	41
Missiles in the News	237	135	19
Conferences	222	213	100
Board of Directors	216	177	85
Store	212	113	36
Next personnel of The Missile Pledge	210	164	36
Member wall profile	205	189	82
Tour a Missile Site	195	174	86
Tour a Missile Site	188	160	187
Home	186	144	86
Tag for Milestones	150	119	249
Members and Resources	140	101	62
Press	138	104	54
Home	128	96	39
Missiles	120	99	127
Home	110	88	57
Home	1046	693	66

• Metrics cover 1 September – 29 November

- Pageviews refers to each time page is viewed—including when a single user looks at a page multiple times. Unique pageviews counts page only once per users.
- Average time on page is in seconds.

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### ADDITIONAL WEB SITE DATA

- Nearing completion of patch gallery update - 4,400+ images edited and uploaded, text in process (Monte, Dennis, and Greg Ogletree)
- Experimenting with paid image hosting platform for patch gallery
- ICBM interactive timeline is fully functional – need someone with GLCM experience who might be willing to design a list of GLCM dates and images
- Question for the Board: Should we consider adding to Twitter a daily Tweet with information from the timeline? Would require a volunteer and a backup.

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### CURRENT MEMBERSHIP NUMBERS

Level	Total	Active	Renewal overdue	Lapsed
Active Duty-Enlisted (Three Year)	12	12	-	-
Active Duty-Officer (Annual)	16	16	-	-
Active Duty-Officer (Three Year)	43	43	-	-
Annual	296	294	8	-
Life	686	685	-	-
Three Year	681	678	10	-
<b>Total</b>	<b>1724</b>	<b>1728</b>	<b>18</b>	<b>-</b>

- Numbers as of November 29, 2020.
- 12 new members in last 30 days.

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### NATIONAL MEETING UPDATE

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**Discussions:**

- Next National Meeting at Vandenberg
  - First GBSD Launch is Dec 2023
  - Motion: Have meeting at VAFB in Fall time around launch
    - Seconded, voted, approved
- Gen Lord relayed discussions with Lt Gen Tony Cotton, Gen John Hyten, Mr. Tucker Fagan:
  - Lt Gen Tony Cotton:
    - Operators at AFGSC equate the term “Missileer” as their identifier to distinguish themselves from aircraft operators
    - Gen Lord recommended AAFM continue to use the term “Missileer” as encompassing and inclusive, yet not openly confront AFGSC on the term
  - Gen John Hyten:
    - A name is needed for “GBSD”
      - Essential in soliciting support on Capitol Hill
      - Politically we need to educate populace to ensure the new system is fielded
      - NDAA \$15M cut to GBSD is not significant
    - Bob Parker: Small ICBM took forever to name...maybe call GBSD MM IV
    - Shane provided an update on naming package:
      - HAF/A8 is the POC for the naming effort
      - Only proposed name not universally contested is “Liberty”
      - Athena also in the running
      - MM IV congers the thought it is only a replacement of the missile
      - AF trying to stay away of MM IV since it doesn’t show full investment in a new system
    - Gen Lord has access to new CSAF Gen Brown
      - Gen Lord likes the name vigilance
        - Gen Lord asked, “What kind of position do we want as reflected in our SMP related to ICBM modernization?”
      - Jock provided insight into GBSD being tied to a failed “Sentinel” Army program in ND
      - Shane: Sentinel is out of the running although it aptly represents the ICBM force
      - Tom relayed the name “Excalibur” was privately suggested through AFA
        - Not evident AFA has taken that name forward
  - Awards and scholarships:
    - Jim spoke to AFGSC/DJA
      - AAFM cleared to work with 20<sup>th</sup> AF to establish awards
        - Once Strat Plan is complete, we have the green light to move forward
    - Monte interested in sponsoring award in Memory of Retired CMSgt Dick Hochheiser
  - Newsletter:
    - Still looking for a newsletter editor to replace Charlie
    - Must decide if we want to keep printed version due to the cost
      - Bob Parker: Need to consider the budget and costs

DISCUSSIONS:

- Survey of the Board supported a 2022 meeting near Vandenberg AFB
  - Agree?
  - Time of Year?
- Gen Ray and Lt Gen Cotton believe the Operators “own” this name with AFGSC
- Awards and Scholarships
  - Good call with AFGSC/JA
  - No reason AAFM can’t support awards and scholarships
  - Once we develop specifics, Exec director will reach out to 20 AF/CC
- Newsletter
  - Still looking for editor to replace Charlie
  - Newsletter is our largest expense per year (more than grants)
  - Some members are suggesting a larger electronic footprint vs newsletter
  - Topic for next meeting—do we change our printing options/frequency to reduce costs or find revenue streams to off set print costs

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- Jim: That's where sponsorship comes in
- Maybe we can get it on the newsletter
- Will address sponsorship in the next Board Meeting
- Action Item: Do we change our printing frequency or do we reduce costs by eliminating printing
- Action Item: Add discussion of AAFM Sponsorship to next Board Meeting

**Action Item Review from 20 Jun:**

- Notify RL of our decision to postpone and reach an agreement on a new date (**Accomplished/Closed**)
- Email to the membership on the postponement and will follow up with news in the next newsletter (**Accomplished/Closed**)
- Capture the nominating committee process and make recommendations to the board for possible incorporation into the Bylaws (**Open-in process**)
- Notify the board and candidates of the election results, post results of the election on the web site, notify membership via email and prepare an article for the next newsletter. (**Accomplished/Closed**)
- Provide data to Bob Parker on budget requirements (income, expenses, etc.) (**Open-In work**)
- Develop criteria for the Wall of Fame and develop a nomination procedure and then report to the board (**Open-in work**)
- Committee chairs will develop action plans and report status at the next Board Meeting.
- Committee chairs will provide budget requests to Bob Parker NLT 31 May 2020 (**Open-In work**) **Extended to Mar 2021**
- Reach out to three Chambers of Commerce to see if we can work a joint tribute to Gen John Gordon to the local foodbanks for COVID relief (**Accomplished/Closed**)

**ACTION ITEMS**

- Notify RL of our decision to postpone and reach an agreement on a new date (**Accomplished/Closed**)
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**Museum:**

- Mike Kenderes:
- Committee chose 4 of the 6 applicants
  - Total funds allocated \$8,200
  - AAFM a month ahead of last years efforts thanks to Mike

**MUSEUM GRANTS**

- Six applications totaling \$18, 450 (budget is \$10K this year)
- Chairman Mike Kenderes, Bob Parker, and Jock Dodson are reviewing
- Committee recommends funding 4 of the 6 grants for a total \$8,200
  - \$2,000 to Peterson Air and Space Museum for Minuteman III display enhancement project
  - \$1,200 to Ronald Reagan Minuteman Missile SHS for computers to allow visitor to interface with missile history
  - \$2,000 to Western Museum of Flight to develop a missile historical display
  - \$3,000 to Warren ICBM & Heritage Museum for Missile Display Graphics.
- Bob Kelchner will present the Western Museum of Flight in person this month in order to capture the event for the newsletter

- Note from Jim: We are a month ahead of where we were last year thanks to Mike's push

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**Nominating Committee:**

- Mark:
  - Items addressed were most popular from the board
  - Each item was discussed, a motion was made, seconded, and voted to be accepted by the board for incorporation into the bylaws.
  - All were accepted as written, except for the proposed clause:
    - “Approved by Committee, ED & President (Add to By-laws)” under the area “Board Member whose term is expiring and desires to continue to serve”
- Discussed if updated Bylaws are required to be sent out to general membership for majority approval/incorporation
  - Bylaw changes are currently approved by only the board
    - AAFM Bylaws, Article VIII Amendments, Revision 3 dated 8 Feb 2014
      - The power to alter, amend or repeal these by-laws or to adopt new by-laws shall be vested in the Board of Directors. The amendment or repeal of any by-law will be presented by mail to each Director, and each Director may comment on proposed changes. After all comments have been considered, the final proposal will be provided to each Director by mail for a vote. Action taken to alter, amend or repeal any by-law(s) shall be effective upon approval by a written vote of two-thirds of the Board of Directors.
  - Mike Kenderes: Provided general information on current state of the AAFM board terms
    - 2/3s of board would be replaced in the next six years
    - Hank conveyed that he did not see it as bad...it is time to get some fresh blood
  - Action Item: Tom author “Draft Bylaw” verbiage for Article IV – Board of Directors for Board Review
  - Action Item: Tom author “Draft article” explaining Bylaw change for subsequent Newsletter publication
- Gen Lord suggested Bylaws address former AAFM Board members
  - Attendance at AAFM Board Meetings
  - No voting privileges
  - Action Item: Tom author Draft Bylaws addressing rights/privileges/voting of former AAFM Board members
- Suggestion was made to have a link to the Bylaws on the webpage
  - Action Item: Jim to check for Bylaws link on AAFM website

**NOMINATING COMMITTEE**

- Action Item: Nomination committee will capture the nominating committee process and make recommendations to the board for possible incorporation into the by laws
- As a result of the Board Survey, the nominating committees moves for the following changes to the by-laws (still requires membership approval):
  - Add consecutive year term-limit of 12 years, under current 6-year election process (amendment to by laws)
  - Committee & ED will solicit for, establish, and maintain a list of interested, qualified candidates willing to serve on the Board (Add to By-laws)
  - Even-year Board election (1/3 of Board Elected)
    - Committee will provide up to 8 candidates with statement of why they want to serve for inclusion on the ballot (Add to By-laws)
  - Out of cycle Board vacancy (Exception possibly for President & ED positions)
    - Committee identifies up to 3 candidates (Add to By-laws)
    - Complete unexpired term of such person's predecessor (No change to By-laws)
  - Board Member whose term is expiring and desires to continue to serve
    - Notifies President & ED of desire to continue to serve on the Board (Add to By-laws)
    - Approved by Committee, ED & President (Add to By-laws)
    - Competes against new Candidates and must submit statement and why they want to continue to serve for inclusion on the ballot and Board provides indorsement statement (Add to By-laws)

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**Strategic Vision: Don Alston (Attached)**

- Strategic Vision is a “Substantial Pivot”
  - Thanked Mark Silliman for the suggestion to see how the Dedalians express themselves
  - Seemed like a different model to walk our members into a strategic plan
- Don welcomes draft ideas on “Who We Are”
- Tom: Suggested remove “individuals” so orgs can participate
- Tenants:
  - Bob Parker: On track with two tenants

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- Don: Is AAFM the forerunner that something that would parallel the AFA...don't know how well they embrace what we do
  - Tom: Clarified what NG did with AFA regarding suggested name for GBSD
  - Bob Kelchner: We should be living in the future we want, and where we want things to go...and ultimately, we will get there...
  - AAFM has been moving very fast (because we needed to) ...
  - AAFM has a narrow-focused picture of ICBMs; AFA has bigger AF picture
  - Need to use our history to move forward
- Don: What is the right order of our priorities? #1 is educate...that's a pivot...we could move Heritage to #1...should take a swing at priority of each of them
- Framed the strategy for objectives
  - In order to educate populace AAFM requires...each one
  - If this is what we want to do, what do we want the end state to be...so we get into the punch list on how to get there
    - Must determine how far we want to go with the education thing
- Don: Are we looking to leverage new info in order to educate OR are we putting together a briefing and sending to our rotary clubs?
  - Jock...first thing it does it makes sure we are not a lobbying org
  - Gen Lord: We don't have to be a lobbying org
    - Tony Cotton said he needs some help...although we heard zero back from AFGSC on the letter...
    - Educating the populace needs to be done now...will require some effort
- Don: Who is good...what is the "What"??
  - Everyone on the board must be committed to the effort to educate
- Don: Setting goals...now you need to ask how the committee supports the goals
- Jim: As we come to grips on where and how we want this organization to go...everyone must be all in
  - Jim can't be the single face/leader/voice...success of org requires commitment of the board...all of us together.
- Jim: What do you need from the committees?
- Don: This plan requires endorsement by the entire membership
- Jim: Need to send out for review via electronic/mail waiting until National Meeting is too late
  - Don: Don't know if there is a need for a vote...but put it out and get feedback
    - In lieu of lining this up with the newsletter it might be important to choose a time to get it out (e.g. 1 Feb)
    - Take this product and roll each committee input into to provide their detail and then repackage it for review
- Action Item: Each committee provide goals along with required marketing and budget to achieve goals to Don NLT 11 Dec
  - Don to provide to Jim NLT 17 Dec
  - Jim to send to editor NLT 19th
- Gen Lord: Suggest what we are doing with the Strategic Master Plan be included in the newsletter
  - Owe membership totality of what we want to do as an organization and let Active Duty know we have their back

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- Bob Kelchner: This is a way to help shape the future to “live in the kind of future we want”
- Gen Lord: Highlight tagline on each page of Master Plan
- Action Item: Include Strategic Master Plan in Dec Newsletter
  - Request feedback by website, chat, or letter
  - Allow membership until Mar to provide feedback
  - Gen Lord: Joking stated “Mark it “Draft” do not disseminate” and everyone will read it
- OSD Nuclear Policy Fact Sheet
  - Gen Lord: Disagree with OSD fact sheet
    - There is a subtle bias on how OSD pushes things
    - Should be able to say things in our SMP that others won’t change
- Bob Parker: Do not believe we need to get “buy in” on the SMP from membership
  - Action Item: Jim publish SMP in Newsletter and convey the Board is looking at an approach we are taking for the next 25 years if you have comments please provide them
- Don: Need the how
  - Tom: Each committee provides goals and in turn that drives requirements, requirements drive potential solutions, potential solutions identify costs, cost used to formulate required budget, shortfall in budget funding drives rationale for sponsorship justification
    - Bob Kelchner: Enlisted membership is small
    - Scholarship is a good thing...show AAFM is supporting
    - Jim: Pointed out there are only 12 active duty enlisted members...and it’s free
- Mark: Suggested we form an education committee
  - Jim: Suggested that maybe Charlie Phillips, who is a retired schoolteacher might be interested

**Other Business:**

- Open Forum
  - Bob Parker: Need a serious look on printing costs
    - Cost of scholarships, museums, and grants can all be covered by eliminating printing costs
    - Action Item: Jim to work with marketing chair regarding need for printing newsletter
  - Hank: Brought up that we recently lost CMSgt Ben Hines who passed away from COVID
    - Served at Whiteman and in the 3901<sup>st</sup> SMES
    - Jim: His passing will be in TAPs.
    - He served 32 years in AF and 33 years as longest serving civil servant to North Carolina.

**Closing Comments:**

- Gen Lord:
  - The SMP marks a substantial pivot for the organization
  - Thanks to all for the contributions

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9. Each committee provide goals along with required marketing and budget to achieve goals to Don NLT 11 Dec
10. Include Strategic Master Plan in Dec Newsletter
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