

AAFM Fall 2020
Board of Director Meeting Minutes
26 Sep 2020
9:00 AM – 11:30 AM (MDT)

Attendees:

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

Absent:

Lance Lord (President)

Call in facilitated by Bob Kelchner:

- Zoom
- Meeting ID: 243 998 3710
 - Meeting was recorded

Vice President Mark Silliman opening remarks:

Mark Silliman thanked everyone for making the time to participate in the meeting and suggested we move forward with the meeting.

Agenda:

Welcome

Action Items

Letter to ICBM Professionals

Web Site Update

Committee Reports

Strategic Plan

National Meeting

Open Forum

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Open Action Item Review:

ACTION ITEMS

- Capture the nominating committee process and make recommendations to the board for possible incorporation into the Bylaws (**Open-in process**)
- 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

1. Capture the nominating committee process and make recommendations to the board for possible incorporation into the Bylaws: ***To be discussed during committee report: (Open-In work)***
2. Provide data to Bob Parker on budget requirements (income, expenses, etc) Open. A \$10 K placeholder for grants has been inserted in the budge. ***More to be discussed during committee report (Open-In work)***
3. Develop criteria for the Wall of Fame and develop a nomination procedure and then report to the board. ***To be discussed during committee report: (Open-In work)***
4. Committee chairs will develop action plans and report status at the next Board Meeting. (**Open-In work**)
5. Committee chairs will provide budget requests to Bob Parker NLT 31 May 2020. Nothing received. ***To be discussed during committee report: (Open-In work)***

System Admin update:

MESSAGE TO OUR ICBM PROFESSIONALS

- Letter signed by AAFM President and Executive Director
 - Letter posted on AAFM website
 - Letter sent to Gen Ray with personal note from our President
 - Letter posted on Facebook and other social platforms
 - Waiting for response from AFGSC/PA for follow on actions
- Jim provided update on Message to ICBM Professionals
 - Letter signed by Gen Lord and Jim
 - Sent to AFGSC/CC Gen Ray...nothing heard yet
 - Sent to ICBM Wing CCs...waiting for feedback
 - Posted to AAFM Website and Facebook site

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Web site update:

SYSTEM ADMIN UPDATE – DENNIS BROOKE

- We have been upgrading our systems to support growth and member engagement
- Key changes:
 - Integrated system for membership management, emails, event management, and website
 - Significant automation of membership applications and renewals
 - Members can now update their own data and profiles
 - Online membership directory and forums
 - Secure, cloud-based systems for above functions and document storage, video conferencing, store, patch gallery
 - Cloud-based systems allow for delegation and distribution of management functions
- Dennis Brooke provided update on our website/system administration
 - Effort started about 9 months ago...Mar/Apr updated data base to cloud based system
 - Integrated management of membership
 - Reduced timeline from hours to minutes
 - Renewals are automatic
 - A lot more membership engagement
 - Can update own profile
 - Can search for who was in old units in “online membership directory”
 - Have forums...Dan Tavenner conducting near weekly
 - System is now secure, and cloud based and not subject to natural disasters
 - Security is provided
 - New Patch Gallery: Monte and Greg Ogletree...to go online in Dec
 - Store is online managed out of platform
 - Webmaster is Scott Meussig
 - Allows delegation of distribution of management functions
- Volunteers:

VOLUNTEERS

- In place:
 - System Admin: Dennis Brooke
 - Web master: Scott Meussig
 - Social media: Dan Tavenner
 - Web site tech editor: Janet Gecowets
 - Newsletter Tech Editor: Stacy Rankin
- Help Needed:
 - Assistant Webmaster
 - Newsletter editor

- System Admin Dennis Brooke

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- Detailed description sent out to all board members via slide above
- Bob K: Asked how much access board members have vs. members
 - Jim Dennis have administrator access
 - Can see what may be provided for different level
 - Membership data is in directory
 - Can do different analytics...what pages hit, etc.
 - Can do a report as we wish
- Bob K: Likes that you can use directory as a search and the ability to see if personnel are current AAFMs or in actually in the data base
 - Dennis...can download entire membership into excel
- Mark S: Asked if this data base pro-bono or will this be charged to AAFM
 - Using “Wild Apricot” has web site, membership etc...pay just under 2K for 2K members or less...price goes up if more than
 - Additional part is “Google E suite” is free and hosted by google
 - Have YouTube channel...free
- Tom asked a question on security of Google
 - Dennis: Fairly safe on google...documents on membership only can be provided by request
- Cullen: Where does system admin reside within our process
 - In slide deck and in the budget?
 - Dennis...does this for all...recommend it stay under systems admin
 - Labor to manage this is free from Dennis...
 - Jim suggested this be placed under Executive Director category
 - **A/I: Executive Director will update his goals**
- Mike K: Webpage is 110% improvement
- Jim provided Kudos to Booz Allen for web design pro bon work
- Randy: Asked if we are indemnified if Wild Apricot/Google releases data
 - Answer: Have to provide disclosure
 - Wild Apricot has never been hacked...confident with data there
- Monte: Asked how can automate news stories to push out to membership
 - Dennis: Looking at Social Media more than “ad hoc”
 - Need to talk to marketing and social media
 - **AI for marketing on how to automate news stories and push to membership**
- Dennis: if there are questions provide to Dennis
 - Bob K: Is the fee annual?
 - Dennis: Yes
 - Tom: Should we budget for higher fee for budgeting process?
 - **A/I: Bob P incorporate higher budget level for the 45K membership level**
- Jim: All members have access to the data
 - Has saved 75 letters per month to 5 per month
 - Significant upgrade to capabilities
- Mark Echoed thanks to Dennis, his wife and his volunteer team...for the time, effort and results!

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Committee reports:

Committee	Description	Chair	Member	Member
Strategic Vision	Sets the mission and goals	Don Alston	Shane Finders, Gary Kapka, Monte Watts	Mike Lehnertz, Mike Kenderes
Governance	Updates by laws	Tom Cullen	Reyes Colon	
Finance	Sets the Budget	Bob Parker	Jim Lurie	Mike Kenderes
Membership	Focus on retention and growth	Bob Kelchner	Rich Hartman	Al Hall
Marketing	Executes vision with messaging	Randy Tymofichuk	Shane Finders	Joe Connell
Recognition	Recognition/Wall of Fame	Jock Dodson	Hank Habenick	Terry Crossey
Museum	Grants and brochures	Mike Kenderes	Jock Dodson	Bob Parker
Nominating	Nominates potential board members	Mark Silliman	Randy Tymofichuk	Steve Kravitsky

Finance: Bob Parker

FINANCE – BOB PARKER
<ul style="list-style-type: none"> • FY19 and 20 operated without an approved budget <ul style="list-style-type: none"> • Exec Director managing funds without Board input • Grants amounts were “unplanned” and based more on Kentucky windage • Successfully operated in the black • Imperative we develop a budget for FY21 <ul style="list-style-type: none"> • We have created the framework for going forward • Placeholder of \$10K for museum grants • Need to understand other requirements now • Need to develop other sources of incomes • Other income sources will influence decision on future dues increase <ul style="list-style-type: none"> • Conversion to lifetime members are good for the short term but create an income gap in the future

- Envision Treasurer would provide a financial report at each Board Meeting
- Hat’s off to Jim on balancing the budget
 - Appreciate the inputs received thus far
- Need to consider membership for long range budget
 - Membership is getting old
 - How do we grow that number?
 - Lifetime membership is a lot of money for one year
 - 3 Year membership is a lot of money
 - Then no money from those members
- Bob K. If we raise membership fees you can increase revenue
- Bob K...could put QRM code in newsletter and they are in our website
 - Newsletter printing is a cost
 - Bob K: Part of marketing...have to discuss value for that
 - Jim: Will pull up numbers...pay about \$3K per quarter...same price for 10 people or 500
 - Online makes price per copy increase
 - **Jim: A/I report alternative pricing for newsletter**

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- Bob Parker...cost is \$12K per year
- Mike: How many copies do we send?
- Jim 100 plus copies...
- Shane: saw newsletter out...but need a trade study to determine if it is worth printing
 - Need to target active duty
- Jim: There is a finance committee and a treasure function
 - All need to get inputs into Bob
- Jim: Budgeting in the past has been very ad hoc
- Bob K: Newsletter...can we get the newsletter to pay for itself...can we have advertising in the newsletter?

Membership: Bob Kelchner

MEMBERSHIP COMMITTEE UPDATE – BOB KELCHNER		
Category	Active	Overdue
Life	684	
Three year	679	-57
Annual	303	-78
Active Duty Officer Annual	16	0
Active Duty Officer Three Year	42	+1
Active Duty Enlisted Three Year	10	-3
Total	1737	-133

The goal is to grow membership to an optimum size
 (Est. @10,000 potential members)

- Provided updated numbers captured in the data below
 - Thanks to months of work by Jim and Dennis this is very accurate
 - Total active membership is 1,737
 - Scrubbed to ensure accuracy of email addresses
 - Data-base licensing appears to be about a dollar a member...goes toward licensing each year
 - Ultimate goal is 10K people
 - Charlie study over a period of time from 1946 on was adjusted for assumptions...conclusion there were 73K personnel/contractors
 - Derived 10K from the study
 - **A/I pull old study for insights**
 - Bob has established team to develop a Membership Strategic Plan with help from (Richard Hartman & Al Hall) on how to promote AAFM
 - Plan will address:
 - How to join
 - What they get out of membership
 - Monte: In the field people ask what's AAFM for us

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- Bob K: Suggests AAFM begin visiting annually with canned presentation to schoolhouse...could visit pretty often 3-4 times per year...give Readers Digest Pitch on AAFM...
- In the past there have been problems coordinating going to bases
- **Cullen: Need to determine how this solution fits into goal set**

Nominating Committee: Mark Silliman

(Slides too numerous to include here...attached in slide deck)

- Mark reviewed the applicable bi-laws as applicable to this discussion
 - Provided background via slide how last several board members were elected
 - How person is identified...who you know or out to general population...what we did in the past
- Board Term-limits:
 - Provided background on current process
 - Person could be on the board for 12 years
 - Do we want to address term limits?
 - Adjust election cycle?
 - Go to 4-year cycle and have an election every year
 - Jim W: Whatever we decide is a recommendation to the membership...bylaws will have to be approved by membership
 - Randy T: Consideration is that some board members could continue to contribute
 - Bob K: Did you consider some basic criteria to be part of the board
 - Bob P: HOA example: Be a member in good standing...volunteer, letter why to participate, what committee you volunteer to be on
 - Mark: Nomination committee could solicit personnel...create a list...list will be the source of board...
 - Add to by laws (must state how often the committee updates the list)
 - Process: Committee submits up to 3 names to membership
 - Allows people to update their statement of wiliness to serve
 - Options for how to move forward...Marks slide...not automatic
 - Jim: Past if you were on the board...you were auto...that is the new question...can use Wild Apricot to work through it
 - Bob P: Had heartburn for last time.
 - Would rather open it up for all candidates to vote
- Mark S. Normal vs Board member vacancy...
 - Two examples: Shane and Jock filled by board to fill vacancies...Monte elected by membership to replace retiring board member
 - Mark S: Will look at options of terms and term limits and report back to the board.
- Bob K: A/I have running list of status of board...so we know intentions and who plans on staying annually
 - Jim: Web states under board...if not it will reflect...can post
 - Monte: Agree can be transparent
 - Mark: The board could recommend retention/endorsement of board member

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- Jim: Do we need a decision or can we recommend at the next meeting...
 - Mark Can reach out to each person...are there other things we can capture
 - **AI Mark to survey on term limits...current automatic pass and or other issues...email to all board members and then consolidate**
- Diversity:
- Looking at composition of general membership regarding diversity...include board president to assess diversity
 - Jim: Previous membership had 75% officer to enlisted
 - Do we want to open that up?
 - Mark: Suggested Board President establish a committee to look at the recommendation of diversity
- **A/I Motion: President to establish Committee to look at diversification by the board**
- Call people “team members” vs sponsor members

Recognition: Jock Dodson

RECOGNITION – JOCK DODSON
<ul style="list-style-type: none">• Hank solicited and added another committee member from the ranks, Terry Crossey• Reached out to SAC Museum for their HoF criteria as a kickoff place<ul style="list-style-type: none">• No response• Developed initial criteria for ICBM HoF with additional input from Jim• Met with Jim on previous occasion to further discuss expanded recognition program<ul style="list-style-type: none">• Previously sponsored awards• Ceased due to AF Legal involvement• Review AAFM Strategic Plan

- Provided update on ongoing proposed methods by which to recognize outstanding missileers
- Looking for “Hall of Fame:” criteria to board in several weeks
- **Jim: A/I to reach out to legal on ability to recognize**

Museum: Mike Kenderes

MUSEUM GRANTS – MIKE KENDERES
<ul style="list-style-type: none">• 26 of our 33 Museums are open to the public• All Museums received our brochure in February• Grant committee schedule (Kenderes, Parker, Dodson)<ul style="list-style-type: none">• Request letter out 1st week of October• Replies due NLT 15 Nov• Checks mailed by 15 December

- 7 museums closed
- 2 won't open until next year
 - Shutdown in Apr
- Hard to tell how effective brochures are

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- Will call later this year
- Grant Committee:
 - Jim sends out request letter to all who have received grants in the past
 - Request input NLT 15 Nov
 - Board reviews inputs
 - Jim cuts checks
 - \$10K set aside for this in budget
 - Have averaged at \$10K per year
 - Have provided over \$290K to this effort
 - Bob P: If we decide we are going to have more recognition programs we must decide where the money comes from...all money now going to grants
 - Mike K: Grant committed is very flexible based upon available funding

Marketing: Randy Tymoficuk

MARKETING COMMITTEE – RANDY TYMOFICHUK

- Randy Tymofichuk, Shane Finders, Joe Connell
- Meeting Objectives at least every 2 months or as necessary
- Focus on aligning with Strategic Plan and vision and developing market strategy that provides the medium and platforms to inform and educate
 - Leverage on a variety of mediums (social media, public affairs, digital, newspaper)
 - Look for ambassadors within targeted locations to help spread the word
 - Integrate with events/symposiums/tradeshows potential for booth to actively promote and educate (will support recruiting efforts also)
 - Host media day at National convention invite local coverage and also set-up recording to interview membership to share stories and history to use these (with requisite permissions) for marketing materials
- Next Steps:
 - Create marketing plan
 - Prioritize events and activities/define costs

- Must leverage Dennis's System Admin Web plan
- Looking for ambassadors at locations
- Funding for marketing materials
- Working on briefing
- Integrating with trade shows is a possibility...how to support trade shows with manning of people who are there
 - Hosting media day at national convention...share stories, etc
- Must come back to what does AAFM do for us?
- Maybe can get pro-bono work...looking at Caterpillar
- Will provide ROM of costs to Bob P
- Tom: Suggested the potential for Virtual membership meetings to get the word out

Governance: Tom Cullen

GOVERNANCE – TOM CULLEN

- Awaiting inputs from strategic plan

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- Awaiting inputs from other committees in order to draft proposed changes/updates to bylaws...to include Membership, Board Term limits, Committees
- **A/I review Bylaws for Board review by the end of the year**

Strategic Vision: Don Alston-Strategic Plan
(Slide deck attached)

- Re-branding from what to what and why
- Who are we ICBMs or more?
- What is our purpose? Preserve Educate? Advocate
 - How to achieve?
- Committee codifying the goals put together by the board
 - Bob K: Do we want to include Air to Air Missiles
 - Monte: Sees all things “nuclear”
 - Don: So, a lot of this could be Air
 - Shane: We have traditionally funneled and bringing them back home...by product of wing reductions
 - Shane: Wearing a missile badge should not be a sole criterion
 - Don: We are so tied to the “weapon” do we want to expand our thinking to National Labs etc. for membership NNSA
 - Cullen: Would add FFRDCs
 - Jim: Recommend you cross out Space as potential members
 - Bob: Mission Statement...we say anyone interested...why are we hanging it on a weapon system rather than our mission...
- Don: First two columns reflect who plays now...how do we grow our membership so long as it is consistent with the mission statement...
 - Don’t know if we need to set boundaries...how and where do we grow the membership
 - **A/I Determine if AAFM sets boundaries of membership**
- Motto: should we consider a new motto
 - Tom: “Advocates for ICBM Deterrence”
 - Shane: Would complete recapitalization at the doorstep...depicting importance of ICBM mission is...need to capture fresh think...need to show ICBMs are robust and matter...need to capture that...must show looking forward...not looking back
- Mission statement, vision, core values, goals
 - Mission statement is currently exclusive for ICBMs...is education and advocate the way to go
 - Don: Expanding our mission moves us away from where we’ve been
 - Is important and vital shift...must be fully invested in this pivot
 - Any key ideas...pleas provide input to the plan
 - Mark: Want to add a couple things...going in the right direction...do we want to add cyber, safety etc. to support the future ...additional functional areas
 - Don: Can go further and say NC3
 - Might be able to partner and support other orgs and they can reciprocate...can’t be all things to all people...but must support

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- Vision:
 - Vision excludes other things we are about...netting together of communities...
 - Educate and inform is becoming what we are about...firmly planting our feet in that direction
- Core Values:
 - Would be good to have a diversity piece in this area
 - Lofty and appropriate core values
 - Monte likes the positivity under collaboration
- Objectives/Goals:
 - Currently in the draft...
 - Broad brush strokes are good point to jump off to use in a SWOT
- SWOT
 - Strengths of Org via
 - Weaknesses: No discussion...more comprehensive view allows us to make beneficial changes
 - SFA is for profit...need to assess/remove?
 - Opportunities:
 - Threats:
 - Objectives:
 - #1 thing...focus on ICBMs in the Triad
 - An expanding zone...then what are the means to achieve it...how to establish a presence/liaison at each base...conduit in both directions (base/community and AAFM)
 - Monte: Consistent feedback...what do you do for us...seen as grumpy old guys club...believe we'd be well received
 - Advocate for the role of ICBMs in Triad
 - Bob Parker: #3 Need to change "USAF missiles" need to reconcile it
 - Don...need to embrace new crew missiles and bomber force...need to be more specific on current capabilities as they reflect what we want to encompass
 - Bob Agree...much bigger platform
 - #4 Preserve history through...
 - Don: Reaction to what was presented?
 - What more do you want
 - Bob: Agree need to define who we are ...that is key...do we want to be ICBMs or a bigger community
 - Is everyone good with pivot to educate inform?
 - Monte: need to ad "Connecting"
 - Randy: Moving from social org
 - Bob P not so much for preserving 501 C 3 but our heritage
 - **A/I committees review objectives with responsibilities each committee will support this (ie goals)**
 - Bob K: By definition we are more than ICBMs...need to open our arms to others...effects membership and how we market it

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- Shane: Recommend a 2 week timeline for inputs, 2 week timeline to codify, then short meeting to codify
- **A/I add statements indicating inclusive aspect of members we seek to support...then send out for board review/comment**
- Mark S...as VP...like the manner this is proceeding
- Jim W: One closing comment on vision...one challenge is advocate for the Triad, yet we talk about things being loaded on airplanes
 - Don: Committee needs to take the comments and provide an input on what that needs to be
- **A/I Committees establish goals**

National Meeting:

NATIONAL MEETING
<ul style="list-style-type: none">• Event postponed until 6-10 Oct 2021• Reservations notice will go out with the newsletter and go "live" October 1st• Still working out some tour logistics• Board meeting will be Friday morning, 8 Oct (same day as base tour)

- Continue with planned 2022 event in Salt Lake City UT
- National Meeting...registration to go on line in Oct
 - Will have Board meeting 8 Oct same day as tour
 - **A/I: Need feedback on next National meeting...do we go to 2023 or back to back in 2021 and 2022...need lead time to conduct the planning**
 - Could open up to all membership
 - Don't see in person meetings until that date
- Aiming for quarterly Virtual meetings and as directed by President...no feedback
 - **A/I conduct next virtual meeting in Dec 2020**

Open Forum

- **Hank:** Thinking of amount of money into national meeting...thought of adding 10-20 dollars into it to meet needs
 - Jim Registration fee will cover that as part of contingency
- **Hank:** Tours to the base is same time as board meeting...bus monitors
 - First day GBSD by NG...second day base and MM
 - Other option is board meeting for Sat AM
 - **A/I Jim to put out email on meeting dates and locations**
- **Bob P:** Need Budget inputs!
- **Monte:** Scholarships
 - Jim: In recognition committed job jar...talk at next meeting...work with Jock
 - **A/I add Recognition Committee scholarship discussion to Dec meeting**
- **Tom:** Brought up other locations discussed earlier board meetings
 - Do we amend plan and conduct National Meeting on odd years

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- Possibility of moving date of national meeting to coincide with 60th anniversary of the Cuban Missile Crisis
- Consider Vandenberg as part of the location opportunity since missiles were on alert during the Cuban Missile Crisis
- **Bob K:** Date for next board meeting?
 - Jim: Looking at first week in Dec
 - **A/I Establish December 2020 date for next Virtual Board Meeting**
 - Bob K: Board meetings recorded...will scrub minutes down...
- **Randy:** Would like inputs on marketing
 - Consider Wright Pat for hosting meeting...good venue and they are willing to host
- **Mark as VP:**
 - Thanks to Jim and Bob for the meeting
 - Thanks to all for inputs
 - Committee leads need to finalize
 - Everyone stay safe
- **Jim:** Thanks to all

Action Items from 26 Sep AAFM Board of Directors Virtual Meeting

- **A/I Jim: Update Executive Director goals**
- **AI Randy: Assess ability to automate news stories and push to membership**
- **A/I Bob P: Incorporate higher budget level for the 45K membership using Wild Apricot/Google Web capabilities/tools**
- **A/I Jim: Report alternative pricing for newsletter**
- **A/I Bob K: Provide Charlie Simpson's old study on membership for board insights**
- **AI Mark: to survey on term limits...current automatic pass and or other issues...email to all board members and then consolidate**
- **A/I Gen Lord: Establish Committee to look at diversification by the board**
- **A/I Jim: Engage legal on ability to recognize**
- **A/I Tom: Review Bylaws for Board review by the end of the year**
 - **A/I All: Provide committee inputs to Governance Committee Chair 1 week before Dec Board meeting**
- **A/I Strategic Master Plan:**
 - **Determine if AAFM sets boundaries of membership**
 - **Committees review objectives with responsibilities each committee will support this (ie goals)**
 - **A/I Don: Add statements indicating inclusive aspect of members we seek to support...then send out for board review/comment**
 - **A/I All: Committees establish goals**
- **A/I All: Provide feedback on next National meeting...do we go to 2023 or back to back in 2021 and 2022...need lead time to conduct the planning**
- **A/I Jim: to put out email on National Meeting dates and locations**
- **A/I Jim: add Recognition Committee scholarship discussion to Dec Board Meeting**
- **A/I Jim: Establish December 2020 date for next Virtual Board Meeting**