

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

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
Jim Warner (Executive Director)
Monte Watts

Absent:

None

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.
Looking forward to the discussion

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

Noon - Welcome
1205 – 1215 Minutes and Action Items
1215 – 1315 Strategic Plan
1315 – 1325 Finance Committee
1325 – 1335 Membership Drive
1335 – 1345 Recognition OI
1345 – 1400 Open Forum

1205 – 1215 Minutes and Action Items

Approval of 5 Dec AAFM BOD Meeting Minutes: Motion was made to approve, seconded and unanimously approved.

Action Item Review from 5 Dec 2021:

Carryover from 5 Dec 2020 BOD Meeting:

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Capture the nominating committee process and make recommendations to the board for possible incorporation into the Bylaws. Proposed changes to the bylaws. (**Open-in process...Tom Cullen to coordinate inputs with Mark Silliman and provide by next meeting; 22 May 2021**)
- 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 (**Status Update provided to Board on 27 Feb. Action remains open due to ongoing work. Next report to the Board is 22 May 2021**)
- Committee chairs will develop action plans and report status at the next Board Meeting. Deferred until completion of the Strat Plan discussions/actions (**22 May 2021**).
- Committee chairs will provide budget requests to Bob Parker NLT 31 May 2020 (**Open-In work**) **Extended to Mar 2021**)

New Items from 5 Dec 2020 BOD Meeting:

- Gen Lord to provide GLCM patches and heraldry to Monte for inclusion in patch gallery. Tabled till heraldry discussion...need overall game plan for this. (**Update 22 May 2021**)
- Note in next Newsletter to ask for additional info on Ground Launch Cruise Missile/Heraldry (**Closed**)
- Do we change our printing frequency, or do we reduce costs by eliminating printing? (**Tabled as part of the budget meeting...ongoing update 22 May 2021**)
- Add discussion of AAFM Sponsorship to next Board Meeting (**Tabled for Strat Plan conclusion**) (**Open**)
- Tom author "Draft article" explaining Bylaw change for subsequent Newsletter publication (**Open. Due 22 May 2021**).
- Tom author Draft Bylaws addressing rights/privileges/voting of former AAFM Board members (**Open. Due 22 May 2021**)
- Jim to check for Bylaws link on AAFM website (**Closed**)
- Each committee provide goals along with required marketing and budget to achieve goals to Don NLT 11 Dec (**Strat Plan Discussion Open 22 May 2021**)
- Include Strategic Master Plan in Dec Newsletter (**Closed**)
- 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 (**Closed**)
- Jim to work with marketing chair regarding need for printing newsletter (**Deferred to next board meeting 22 May 2021**)
- **Discussion:**
 - Gen Lord: Do we have record copies of the first AAFM Newsletter?
 - Bob Kelchner: Yes. We have digital and Charlie kept a few copies from every issue ever printed. Have some stored away.
 - Gen Lord: We should take the first issue and frame it for recognition for the Hall of Fame as part of the AAFM legacy.
 - Jim Warner: Will go through the 2 plastic bins of every edition and he will get to them when he arrives in CO 1st week in June. It is unclear if those bins have the first edition of the Newsletter.
 - Bob Kelchner: Will dig something out in the next week or two.
 - Monte Watts: If something is missing Greg Ogletree has kept a copy of everything ever published, so we have another source to which we can reach out as a backup.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

1215 – 1315 Strategic Plan

- **Dennis Brooke Update:**
- Process:
 - Accomplished via “google forms”
 - From 8 Jan -15 Feb
 - Feedback summary
 - Need to develop contacts with active units for distribution of our messages in order to reach into the current generation of missileers.

The Survey Process

- Survey via Google Forms open 8 Jan – 15 Feb
- Distributed via email, newsletter notice, and social media
- Responses
 - 24 responses via survey and 3 follow up emails to Don
 - A number of volunteers to help
 - Low response rate—BUT some detailed and thoughtful comments
- Next time:
 - Follow up email(s)
 - Develop contacts within active units for distribution

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- 24 responses as of 6 February 2021
- Don Received 3 follow-up responses with significant detail
- Conducting a Communications Plan Survey
- Already received ~660 responses and it remains open until 28 Feb
- Low number of responses
- But detailed and thoughtful comments

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

Strategic Objectives Rank Order

(1 is highest ranking, 6 lowest. These are sorted in rank order from the survey.)

Objective	Ranking
1. Be a source of support for the active force and for all who have served and supported USAF nuclear missile weapon systems.	2.50
1. Educate populace on Air Force nuclear missile roles in the US nuclear TRIAD.	2.71
1. Highlight the nuclear missile mission contributions of Association Members and current active-duty force.	3.50
1. Develop and maintain a Strategic Communications Plan to strengthen AAFM connection to current mission and today's Missileers while preserving nuclear missile history.	3.63
1. Support the active force as Wingmen with shared experiences, uniting AAFM legacy with the current missions.	3.83
1. Establish scholarship and expand grant programs.	4.83

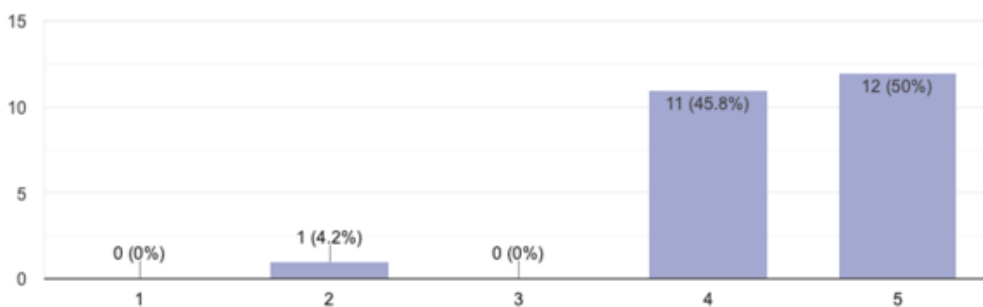
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Results:

- All objectives had some degree of support
- Overall rating of the draft plan
- Most respondents thought the plan was very good.

What is your overall rating of the draft plan?

24 responses



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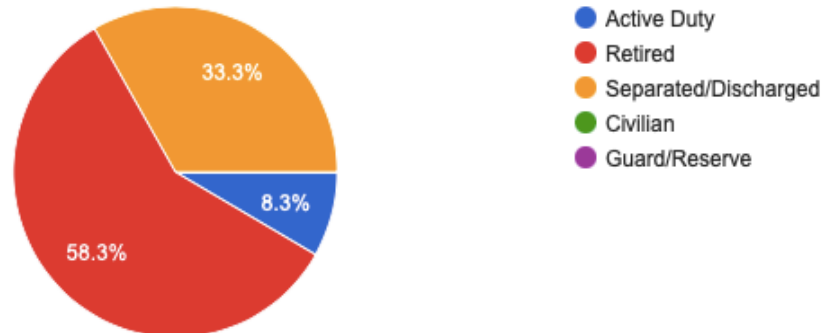
- Demographics

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

Demographic Questions (Optional)

Military Status

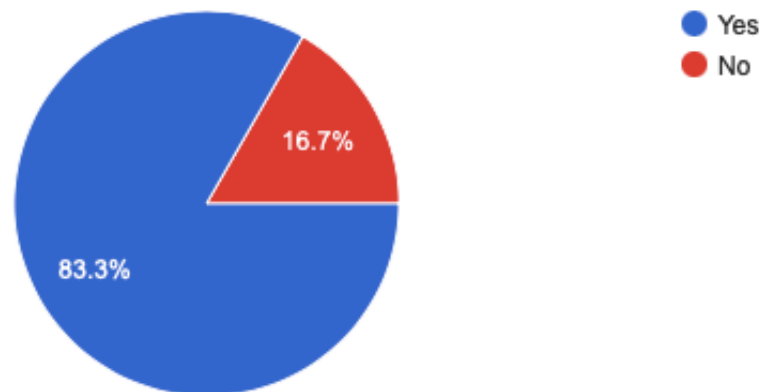
24 responses



- By and large most respondents were retired or discharged and only 8% were active duty
- No one from Civilian, Guard, or Reserve responded

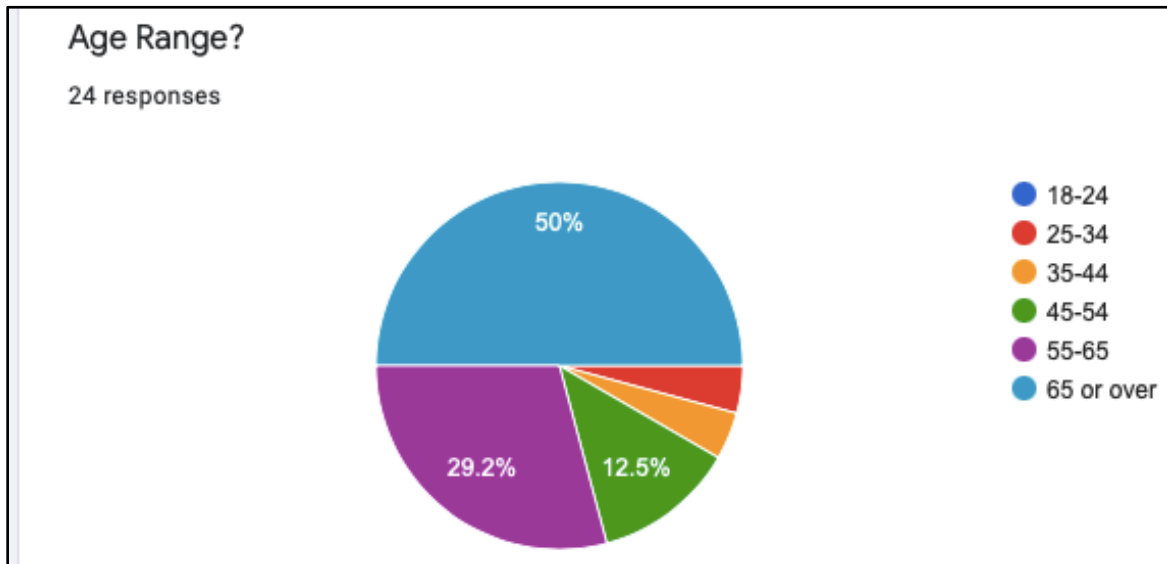
AAFM Member?

24 responses

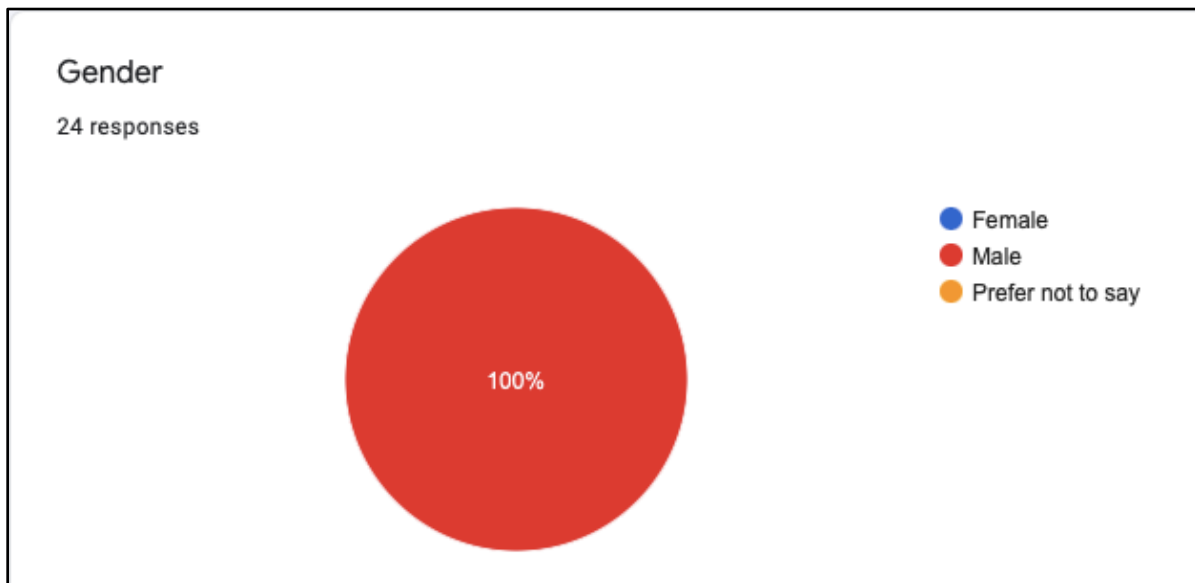


- Most were AAFM members

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)



- 65 or over comprised 50% of the respondents.
- By in large most respondents were 55 and over



- Only men chose to participate.

Question on Survey Results:

- Bob Kelchner:
 - Where can we expand on this?
 - How can we get more than 24 responses?

Answer:

- Engage with follow up email with the active unit.
- Establish contacts within each unit/location so we can solicit feedback

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Jim Warner: Randy Tymoficuk is working to find local engagement personnel to form an ombudsmen program at each of the bases.
- Monte Watts: Can we use list of Sq and Group CC emails as an avenue for that?
 - Jim Warner: Yes
- Tom Cullen: Do we want Chambers to be members?
 - Jim Warner: Many of the orgs have members (actual and honorary)
 - Tom Cullen: If an entity wanted to be a member would that hurt us?
 - Jim Warner: If an entity like TF 21 wanted to be a member we'd add them. Glass ceiling on who may or may not be a member has been broken. We are open to that type of association.
 - Dennis Brooke: Would it be useful to have an "Organization" category of membership?
 - Tom to take the action to reach out each of them.
 - Jim Warner: Suggested Tom reach out to Jim to see if the organizations are members already...or look it up online.
 - Randy Tymoficuk: Could use some help in Great Falls.
- Gen Lord: Need to be careful about the next 6 months because for every action there is an equal over-reaction.
 - Sense is with change of administration with be ongoing look at who can be members of an organization cause the broom to reach deep.
 - Need to engage with 20th and AFGSC before we engage actively.
 - Anything we do with the active duty force we should get clearance with their leadership.
- Jim Warner: Already working with 20th JA to make sure we are doing things properly. We are sensitive to your particularly good point.
- **Don Alston Feedback Summary:**
 - Used the phrase "Reposition the organization."
 - The Strat Plan will be one of the drivers and manifestation of this effort.
 - Thanked Gary, Monte, Shane Mike Lehnertz, Mike Kenderes to get to the point we are right now

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Order of Objectives based upon feedback.

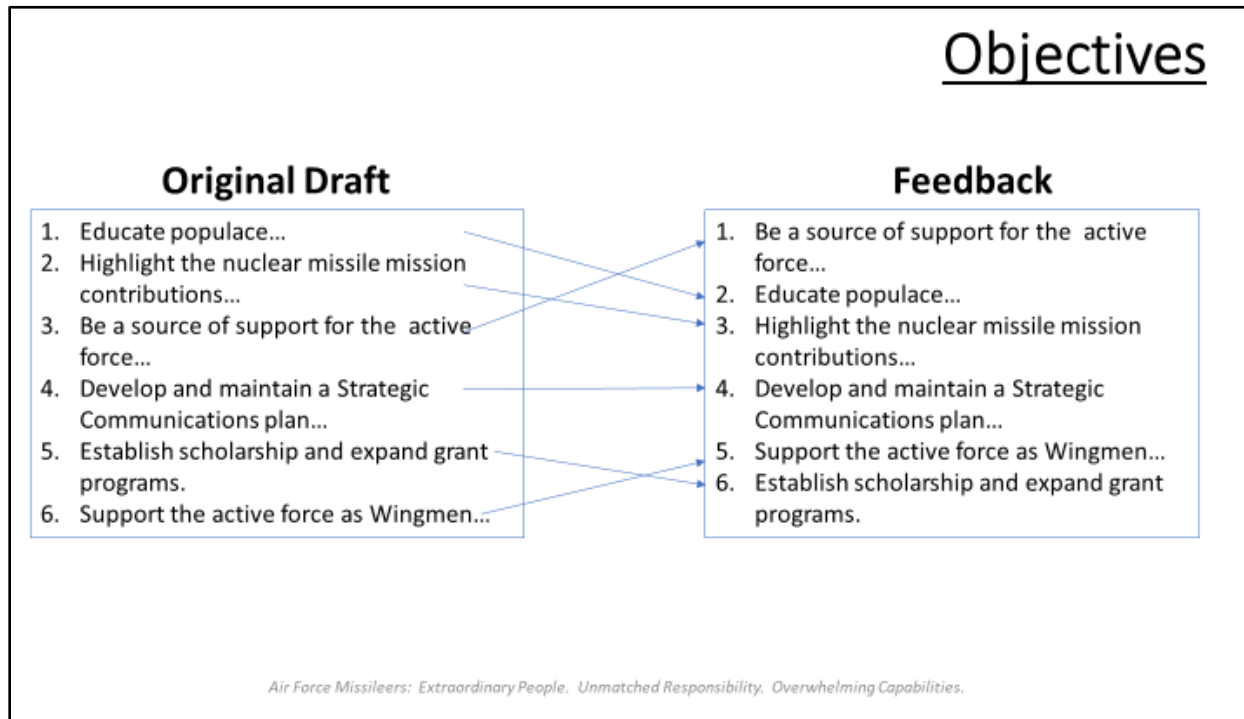
Feedback Summary

- **Objectives: Re-order?**
- ***“AAFM celebrates the SAC past more than it embraces current missileers and policy issues like deterrence and arms control”***
- ***“Today’s generation could care less about SAC stories.”***
- ***“Should not just be a ‘Cold War Alumni Association.’”***
- **Advocate support at Federal, State and local levels**
- **Adding more objectives = less executable**
- **Is it too aggressive? Executability concerns**
- **Need timing and metrics**
- **Add liaison at Offutt and DC**
- **Learn to communicate with the current generation**

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- Priorities were re-ordered based upon the feedback and we should consider that.
- Significant enough to have a good conversation.
- Sense is we have to make sure we are relevant today.
- Impression among some we are the old guys talking about the old times.
- Need to be careful about number of objectives...might have too much.
- Volunteers for non-profits have members who have other things to do.
- Suggested liaisons should also be at Offutt and DC

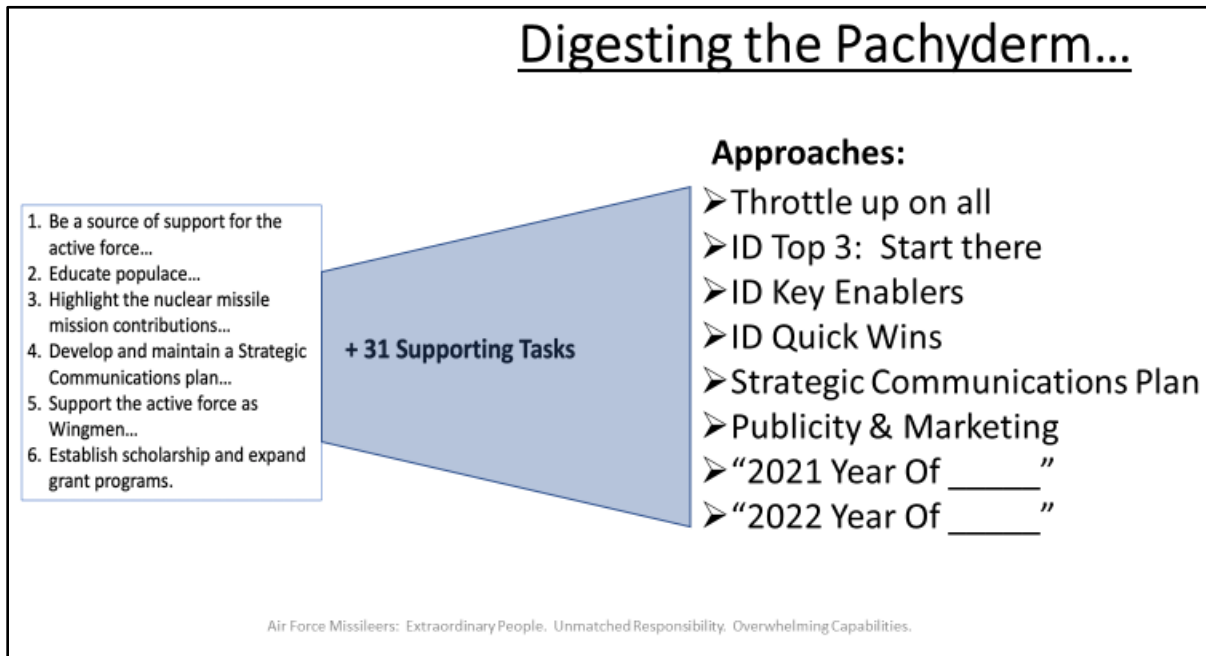
AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)



- You can see how the order was adjusted by the 24 survey respondents
- Be a source of the active force is probably the backbone of the membership drive.
- The sequence matters.
- Should #5 be combined with #1 since support and active force is in both objectives?
- Should we re-shuffle them?

- Bob Kelchner: Most new people could care less about SAC and we should emphasize beyond the Cold War.
- Those two things together provide a vision on what we should be focused.
- Bob Parker: Even though the response is low, over 50% of our response is over 65.
- Would guess most of our membership is over 65.
- Would combine #1 and #5
- We need to figure out how to reach out to the younger generation and determine what are their interests.
- Need to emphasize new, young, and active-duty members.
- Don Alston: Even the older guys agree we need to reach the younger persons.
- Shane Finders: Not sure if 6 should remain. Establish Scholarship is a task under #1.
- Supports moving #5 and #1 together
- Tom Cullen: See The combination of 1 & 5 as good and # 6 as a tactic by which to achieve strategy.
- Gary Kapka: Helping younger people meet education opportunities relates to number 1.
- Don Alston: So we fortify #1 by combining 1,5, and 6 by making it a pillar of the organization.
- All Board Members agreed.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)



- Don Alston:
 - There are 31 supporting tasks that is a decent amount of work
 - How do we accomplish them? Some thoughts on the right side of the chart.
 - We have some key enablers accomplished right away.
 - Need Strat Comm Plan right away because it supports everything.
- Bob Parker: 2 and 3 are interrelated. If we have too many objectives, we will either water them down or not meet them...maybe 3 objectives and put our effort against that.
- Gen Lord: 3 or less is better.
 - Need to identify for the membership of the Org what is different now for the active force than when we were there.
 - Don't know what the day in the life is now (Ops, Cops, Mnx).
 - Need to ground our selves in the “state of the force”
 - How are they different, what is their background, how can we help them with the challenges...do not have a good feel for that.
 - Organization should be informed with what is different now and what is the state of the art day-to-day/.
 - How do we get that understanding in order to better communicate with the active force and be useful?
- Don Alston: Need to break that out and put it under #1.
 - Cannot achieve success in the number 1 priority if we are not grounded.
 - Being grounded in the realities of today's force is a task that must be developed.
- Bob Kelchner:
 - Young people spend a lot of time in social media and not Facebook.
 - Most 20–30-year-olds do not use Facebook...but they do communicate via other media.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Need to find the comm means the active duty force employs and use it to communicate with them securely.
- Don Alston: The only way we are going to learn how to communicate with the current generation is to speak with them.
- Bob Parker: Would like to go to a unit to let the unit spend half a day to talk about the way by which the mission happens.
- Gen Lord:
 - Wrote a letter to AFGSC complementing the ICBM force for all the hard work they did on pandemic...we never received a response.
 - Need to reach out to the active force.
 - Have not heard anything from the CSAF.
 - No new name for the ICBM yet.
 - Need to follow up on actions with the active force.
- Don Alston:
 - Could reach out to Tony Cotton and then parlay that into a Mike Lutton conversation and then parlay that into a base visit.
- Gen Lord: Spoke to Tony Cotton as well. We will have to shoehorn us in there because we have a great service to provide.
- Bob Parker: What would happen if we invited Ops, Maintenance, and security personnel to our national meeting, so the entire membership has those insights?
- Jim Warner: Action Item: Get the board up to date on how the field works. Will reach out to Steve Kravitsky to help the board. It all ties to #1 objective.

Notional Execution Gameplan


"...this gives me hope, and I might return as an active member. Waiting to see which direction this all goes before I lend a hand."

Said another way, it's all about execution.

Committees review all (or targeted) Objectives and Tasks:

- 30 days: ID what you are executing AND what is "N/A"
- 60 days: Progress report, with timelines and metrics
- When to publish the AAFM Strategic Plan?

Then we crosscheck what is not being executed and assign OPR



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- Don Alston:
 - Should Strat Plan committee re-package objectives and get it back out to everyone to distribute the workload across the board?
 - How do we do this?
 - Need timelines and metrics for grading success...that showed up in the feedback.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Need more meat on the bones for continuing conversation with membership to continue the assertion this is an organization with which you seek to be a member.
- Need to tell them who is working this.
- Need to tell them the measure of success.
- When can we and should we publish the Strat Plan may be two different dates?
 - If there is an event that is about to take place and we choose to wait to publish that may be a reason to wait.
 - As soon as we can within 6 months may be another way to go.
- Shane Finders: 1 simplification has gone well. Reaffirms CONOP of the BOGSAT
- Can roll into 3 primary objectives.
 - How we morally and fiscally support active-duty troops.
 - How to communicate internally with the active-duty troops or our membership in large.
 - How to communicate outside of AAFM.
- Then it will be easier to populate the tasks.
- Dennis Brooke: Of the 660 respondents to the Communication Survey there are some who indicated they are interested in participating in the work.
- Jim Warner: Can we divide this into three objectives with a person in charge for each objective area and conduct a SWAT for each objective to determine:
 - Where are we doing things really well?
 - What do we need to do?
 - What do we need to make it happen?
 - What is the timeline to make it happen?
 - Have that person gather all the info for one objective and then report back via email within 30 days.
- Don Alston: Will cull it down to 3 objectives and then discuss with Jim for refinement before it goes out to anyone.
- Jim Warner: Don and Jim will discuss the 3 main objective areas in a week (6 March 2021) and from the point of that discuss establish a 30-day suspense to solicit feedback from the remainder board members.
- Don't want to let this linger. Need to keep this moving forward.
- Jim Warner re-surfaced Gen Lord's question pertaining to the naming of GBSD; specifically a date by which the AF will release the name:
- Shane Finders:
 - The Air Force has selected a name for the weapon system...but it is not ready for release.
 - Do not know the release date until we get through the NPR.
 - Tom Cullen: Doesn't an NPR take up to a year do you think it will be before, during or after the NPR?
 - Shane Finders:

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Believes it will be much sooner. Once AF sees GBSD will survive reviews, and by all indications that is the case, once the comfort level is there that the system will survive the NPR, it won't wait until the conclusion of the NPR to name it.
- Don Alston:
 - There is considerable discussion of combining a nuclear, missile defense, cyber, a QDR review...that would take much longer.
 - Hopes that will be a bridge too far to combine them.
 - Believes there will be a separate NPR review that will not take a year.
- Shane Finders: AFGSC's insight came from SES from NNSA...has served on last NPRs...working it now...heard GBSD is on solid ground...would cut dollars from some other sub-systems. Believe we are on good ground. There is anxiousness to get a name on this.
- Gen Lord: Can't forget this is a political process.
 - As the administration changes a lot of the studies are to fortify the political decisions.
 - It won't be the merits of the system; it will be what best serves the political process.
 - Will gently ask CSAF next time he has an opportunity to talk to him.

1315 – 1325 Finance Committee Bob Parker:

AAFM 2021 OPERATING BUDGET ASSUMPTIONS	
•	Membership (new): 360 (\$11500 revenue)
•	Current membership: 286 (10% non-renewals)
•	Current 3 yr.: 680 (10% non-renewals)
•	New members 1 yr.: 300 (x\$20= \$6000)
•	New members 3 yr.: 50 (x \$50=\$2500)
•	New member lifetime: 10 (x\$300=\$3000)
•	
•	National meeting costs will be covered by registration fees and events prices.
•	Printing costs will decrease???
•	Scholarship/Awards expenses added
•	Additional sponsorship will be found (\$2000)
•	Board of Director meetings will continue to be via Zoom
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- \$60K in liquid assets
- Assumptions made to build the budget:
- Picked 360 as a number (roughly 20% of membership growth)...nothing magic about the 360
- Will talk later about sponsorships.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Nothing in budget for board meetings...not needed since we use Zoom.

AAFM 2021 BUDGET ISSUES

- Printing continues to be our single biggest expense and needs to be addressed:
 - See next slide for analysis/options
- Should dues be increased by \$5-10 to increase operating revenue to support new programs like scholarships?
 - May cause push back and potential loss of membership
 - Key to increase revenue seems to be best solved by a more active Sponsorship drive to tie in the Aerospace Industries
- *National* membership expenses need to be reduced.
 - All over-head expenses (hospitality suite, etc.) should be included in the Registration fee.
 - BOD may need to pay their own expenses for annual and National meetings
 - Use of Zoom could negate the need to travel, *rooms and meals for the annual BOD meeting*
- Procedures need to be developed, like museum grants, on how the Scholarship, Awards and Liaison programs will work. The monies placed against these are *placeholders* until we figure their size and magnitude.

This budget can be executed only if assumptions on increased membership and sponsorships are met!

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6

- Before Jim Warner picked up the Executive Director role there was not a paper-trail on the budget process
- Did not include lifetime members...money has been spent already.
- Looked at new and 3-year members.
- Gen Lord: Have we considered a step above “Lifetime” maybe a beyond life “Patriot Membership” or have a next level of membership?
- Shane Finders as Treasurer will take over financial reporting once the rules are set.
- Printing is the single biggest committed locked in expense... \$12K annually.
- Could generate revenue by increasing annual fees.
 - Don’t know if we ever increased fees.
 - \$5 brings in \$17K more...but we could run the risk of losing membership.
- Revenue members pay for to attend the annual meeting pays for everything at the National Meeting.
 - Only thing not covered are AAFM Guests and Hall of Fame.
- Recommended a formal process/program/procedures to fund expenditures.
 - Only Grants for the museum are formally codified (Jock to discuss).

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Need to increase revenues if we are going to take on the efforts being brought forth in the Strat Plan.
 - Increase in dues or a new level of membership does create revenue. But not as much as sponsorships from the Aerospace Industry.
 - All increases of memberships could be taken care of via Aerospace membership.
 - 4 or 5 large aerospace companies sponsoring ~\$2K; that would pay for almost all our new programs.
- We need to have someone to reach out to get sponsors and the process by which to do so.
- Jim Warner: Has been working on a plan to solicit sponsorships...will have a plan by next board meeting.
 - Anticipates we will be able to gain sufficient funds to accomplish almost everything we've talked about. A hopeful guess to offset these expenses.
- Bob Parker: Our budget is a dynamic one. If revenue falls behind, we will have to adjust expenses.
- Jim Warner: Purpose behind Strat Plan and how it relates to the budget because it allows AAFM to go to aerospace industry and clearly convey for what purposes their money will be used.
 - It allows each committee to say that in order to accomplish our role in the Strat Plan we need X amount of funding and put that in the budget.
 - We can ask Aerospace where they would like to help and we can provide them with the recognition.
- Bob Parker: Once we have process down, we can go out.
 - For example, Scholarships or Global Strike challenge.
- Monte Watts: Agree. Once you have a plan perhaps naming a scholarship after someone with ties into the aerospace companies.
- Bob Parker: once processes are in place it will allow the treasure to come to the finance committee for what he needs to manage the budget.

Jim Warner: Newsletter

- Thanks to Dennis, Bob, Hank, and Mike research and drive to ground this issue.
- We have been spending \$12K on printing the Newsletter annually, which is equal or greater than what we have been spending on the Museum allowance.
- Dennis and Jim have worked hard to try and get our hands around the paper copies.
- Asked all receiving a paper copy and asked them if they would be willing to receive an email copy.
- The average member who is 80 or above does not want to give up their paper copy.
- Most younger people use the email copy.
- Projected a \$4K savings in 2021 in reducing the numbers of copies.
- Cutting the Newsletter from 24 to 20 pages also saves \$.
- Will work hard to keep the newsletter at 20 pages and continue to reduce distribution.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

BUDGET - NEWSLETTER

- We budget \$12K per year to printing and mailing (equal to our museum budget)
- We have worked on reducing this budget line over the last year
 - Reduced number of copies to Industry and # of hard copies to members
 - Projected savings for 2021: \$4000
- Options:
 - Continue as is
 - Reduce the frequency of printing
 - Cease printing the newsletter and use electronic version only.
 - Charge \$9 annually for those that want a paper copy
 - Projected savings \$4,400
 - Go electronic and eliminate all paper copies
 - Projected savings \$12,000
 - Changing vendors would save \$327.00 each issue or \$1,308 per year
 - Lakes \$2,415 or \$1.62 each
 - MM \$2,088 or \$1.40 each

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7

- Discussion items are on the slide.
- Minuteman Printers in Torrance CA will print it for less than the current cost.
- Probably 10% of membership do not have an email account.
 - That part of membership won't change.
- Hank Habenick: If people insist on having a paper copy then tell them the annual fee is \$9.
- Bob Kelchner: Agree with Hank...do not believe people will object to paying for it...don't know.
- This assumes the newsletter serves a purpose for the audience and there is some value to printed material in the marketing world.
- New publisher at the new price will save AAFM ~\$1,300 annually immediately.
- Mike Kenderes: Switching to MM Printers in Torrance CA allows a Board member right there to keep an eye on things.
 - Happy to see in 2021 if we cut printing in half then bring it up again in a year.
- Jim Warner: Is your proposal to charge for the newsletter?
 - Mike Kenderes: No. If costs are reduced by 45% this will work.
- Bob Parker: Would take an opposite approach. With new approach will we really be neglecting current members at the expense of getting new members?
- Since a lot of current members like the form of the newsletter, we need to be sensitive to the new approach in the Strat Plan so as not to alienate old members for new.
- Don Alston: Will be sensitive to that issue as he modifies the Strat Plan.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Jim Warner: We have members who have been with us for 20+ years, let's not change the way we do business right now.
- Gen Lord: If we connect with aerospace to advertise within the newsletter, they may want paper copies.
- Jim Warner: All aerospace industry and government offices receive a paper copy.
- Bob Kelchner: Regarding sponsorship, we can put their Logo in the newsletter in color.
- Jim Warner: Will put that on the sponsorship shopping list...could eliminate costs.
- Monte Watts: Has seen copies of the Newsletter in squadrons.
- Bob Kelchner: If we sell enough sponsorships to the newsletter it might just pay for itself.
 - One of our goals is to generate enough interest so that sponsorships pay for the newsletter.
- Tom Cullen: Could we provide a 1-year subscription via email to each officer and enlisted grad from tech training.

1325 – 1335 Membership Drive

MEMBERSHIP DRIVE

- Notice to Members went out on 26 January with a 30 April closeout
- New membership and Missing members list are both eligible to tackle
- Member with the most recruits will get a cash award and Life Membership
- We posted a missing members spreadsheet with 793 members
- Starting Status: 1719 Members
 - Annual 293
 - Three year 667
 - Life 685
 - Active Duty Officer 62
 - Active Duty Enlisted 12
- 30 day check:
 - Annual 294 ↑
 - Three year 692 ↑
 - Life 675
 - Active Duty Officer 67 ↑
 - Active Duty Enlisted 12

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- Jim Warner: Kicked off membership drive on 26 Jan...it is going slowly.
 - Encouraged all Board Members to reach out to their contact lists encouraging them to join.
 - Close out is 30 April.
 - Prize for most new members

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Going up in all areas except lifetime memberships...because some lifetime members are passing away.
- What is really disappointing is the Active-Duty enlisted which is 12 people and it's free.
- Once we have our liaisons going and get into the maintenance squadrons we're optimistic the number will increase.
- Regarding newsletters: New membership is hardwired to soft copy.
- Mike Kenderes: Total active-duty officer and enlisted...are any active duty three-year or life members?
 - Jim Warner: Yes. Example a person who is an Active-duty life member is counted as the active-duty member. Officers are \$5 annually and Enlisted are free...that's why they are in separate categories.
- Mike Kenderes: Suggest a two-person team at all three ICBM bases...officer and enlisted team to engage. Enlisted will listen to enlisted.
- Shane Finders:
 - Can we report lifetime membership? If we add 4 and we lose 3 we don't show the progress in that area.
 - Show who joins so we can see who is joining?
 - Jim Warner will work with Dennis to figure out a way to track it more accurately.
- Monte Watts: Do we want to consider another category beyond lifetime even into estate giving?
- Gen Lord: It is worth thinking about...do not have to decide today.
- Jim: Some lifetime members send in money now above and beyond their lifetime membership.
- Monte Watts: If we formalize the process it might encourage people into action. Took an action to brainstorm some names and ideas.
- Jim Warner: Provided an example of Former SecAF sending input.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

RECOGNITION OI

- Recognition committee created the Recognition OI focused on Hall of Fame (HOF)
 - Emailed to Board Members this morning
- Need Board to review and provide comments by **31 March**
- Committee will finalize HOF details and embellish definitions on HOF scoring (see slide 10)
- Next project is adding to the OI for other awards
 - Phillips Award
 - Payne Award
 - Wing Quarterly awards support
 - Scholarship Program

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9

1335 – 1345 Recognition OI Jock Dodson

- Jock Dodson: Hank Habenick and Terry Crossey done lions share of the work.
 - Draft OI went out to Board Members this morning (27 Feb 2020)
 - Requesting inputs 31 Mar is suspense.
- Will provide Bob Parker to input for the budget once we add the awards to the OI.
- Jim Warner: This is step one of the OI
- If any of you wish to contribute to sections 2, 3, and 4 of the OI it will be helpful.
- Jim Warner will get info on Phillips and Payne award from AFGSC and pass to Jock.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

HOF SCORING

Score sheet of each nominee by each individual recognition committee evaluator - done initially independently. Committee will then consolidate, discuss, and finalize each nominee's assessment score. All nominees will then be rank ordered, highest to lowest, and HOF selections made upon the highest scores up to the number of AAFM approved selections. Any ties impacting the directed number of selections will be resolved by the committee.

CRITERIA	POINT RANGE	ASSESSED POINT SCORE	CRITERIA WEIGHT	WEIGHTED SCORE (Col C X Col D)	
1 Career missile accomplishments	0-20		0.25	0.25	16
2 Contributions to USAF missile mission	0-20		0.25	0.25	15
3 Missile assignments (longevity)	0-20		0.20	0.20	15
4 Leadership	0-15		0.15	0.15	12
5 Personal character	0-15		0.10	0.10	12
6 National/community service	0-10		0.05	0.05	5
TOTAL	0-100		1.00	1.00	75

Each of the 6 criteria will be expanded to help define point values and quantify the chosen value. Let's agree to the criteria and weighing first.

Max possible score is 18.25

Min eligibility score is 14.00

This is derived by using weighted averages for each criteria (=s 75 points)

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10

- Mike Kenderes: If someone is nominated for a single event that would be looked not using your criteria?
- Jock Dodson: Would look at it. It may be there score in another area may carry them across the threshold or just the value to the organization could take them across the line. Then their name would be presented to the board.
- Mike Kenderes: Just one significant event might not qualify...criteria is on the left side...must reach a score of 14...if it is scored high enough it could reach 14 and they would meet the criteria.
- Bob Kelchner: Why not have another block/area for score for the board?
- Mike Kenderes: Figured with the AF Career and membership on the AAFM Board, that would be enough to qualify. But we can always add it.
- Bob Kelcher: Talking about the evaluation of Board Members on the nomination from the BOD.
- Jock Dodson: Scoresheet is to remove as much subjectivity as possible. No single vote (blackball) can get someone in or keep someone out.
- Gen Lord: The Committee will submit results to board for approval.
- Bob Parker: Suggest Museum OI might be a source of input. Will allow you to do what Bob Kelchner suggests without changing the process.

1345 – 1400 Open Forum:

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)



- Monte – Maj Gen Spraker memorabilia
- Monte – Car decals
- Jim – Cindy Jackson request
- Jim – SLC banquet speaker – Maj Gen S L Davis?

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11

- Monte: Major General Spraker's Patches
- What to do with items donated by MGen Spraker's widow.
- As we begin to receive items through these situations what should we do?
 - Garage sale on eBay?
 - Get them to museums?
 - Jim Warner: What if we auctioned it off as a Lot...proceeds go to X scholarship...it would have a minimum bid.
- Randy Tymofichuk: Can we solicit museums to see if they want these artifacts?
- Monte Watts: We could provide the Comp patches to 20th AF to fill holes in their display.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Bob Parker: This is the first of many opportunities to provide artifacts to museums.
- Gen Lord: What is the relationship to Greg Ogletree? Is he the recipient of all the patches?
 - Monte Watts: Greg holds AAFM patches...Monte provides patches.
 - Not an official position.
 - Greg is the official or unofficial keeper of all things heritage; especially all printed documents.
 - Patch Gallery:
 - Two volunteers working this.
 - Greg has written notes on heraldry and anecdotal notes.
 - Have imported over 6K images to the website.
 - Challenge is to marry the Text each image and then order them in a logical display as you page through the gallery.
 - Over 50% complete. Expect closure by end of March 2021.
 - Hoping to drive more patches, and more membership by people looking at the gallery on the website.
 - Also hoping it will drive more patch donations.
 - Jim Warner: Talking extensive gallery...will be open to all members and the public once it is complete.
 - Gen Lord: How about squadron Scarves?
 - Monte Watts: Have not thought of that...it is a great other category.
- Gen Lord: Recommend you share Gen Spraker stuff with Greg to see what he recommends.
- Gen Lord: with all the memorabilia from WW II, Korea, Vietnam, etc. we must be careful to not overwhelm museums.
- Must figure out a way to make this useable, but not overwhelming.
- Monte Watts: Likes the idea of generating revenue. There is a broad audience who might be interested.
- Monte Watts: There might be a broader eBay process through the 501C3 without paying taxes.
- Bob Parker: Recommend we ask Mrs. Spraker/family to ensure this is OK.
- Jim Warner: Anything we do will have Mrs. Spraker's OK.
- Jim Warner and Monte to determine how to proceed.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

WINDOW DECAL



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13

- Monte Watts: Window Decal from Morgan Patch at the 576th FTS at Vandenberg.
 - She makes these...cost about 5 dollars can sell for \$10...a good profit margin.
 - 4 and 6" tall
- Can create any version of the badge (Ops, Maintenance)
 - Jim and Monte to take offline to figure out.
 - Can mail them in an envelope.
 - Jim Warner: Anything we can put in a envelope is good...currently challenged with lapel pins for postage
- Mike Kenderes: Recommend we put "AAFM" on it.
 - Monte Watts: Customization is a complete possibility.
 - Maybe at the base of the badge.
 - Tom Cullen: Perhaps we can provide it to new members when they join.

Open Forum:

Jim Warner:

- Gen Lord received a call from Cindy Jackson...Mike passed away from Alzheimer's.
 - Cindy asked if there is anyway Mike's ashes could be spread on an ICBM site.
 - Steve Kravitsky worked from 90th and Parks to spread ashes at Quebec 1.

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Brought a lost Member back to AAFM.
 - Major Gen SL Davis back in the org. Was a member as a Captain and is now back.
 - Proposed MGen Davis be the guest speaker at the Salt Lake City National meeting.
 - Hank Habenick: Inquired as to what happened to inviting the new CMSGT of the Air Force being the guest speaker...Gen Lord was working.
 - Gen Lord: Not sure on that...will need some time to run that down.
 - Hank Habenick: This is the first female CMSgt of the Air Force.
 - Shane Finders: MGen Davis is the AQP and owner of the acquisition of LRSO and GBSD.
- Bob Kelchner: Requested a decision on switching to a different vender to print the Newsletter.
 - Jim Warner: There was consensus on the decision to change venders since it saves \$1,300 annually.
- Don Alston:
 - Within the responses to the STRAT PLAN there were discussions associated with the possibility of establishing a connecting between the association of space.
 - Need to follow up on if there should be some connection between two orgs.
 - Monte Watts: We have already placed our respective links on each other's websites.
 - Jim Warner: The top of the line cross over is more than we needed to do.
 - We do have members who are both members of AAFM and Space.
- Bob Parker: Keep General Lords comments in mind. We are in for a world of change with ICBM force with new administration.
- Bob Kenderes: The meeting has been recorded.
 - Will send out the link to the recording today.
- Shane Finders: We sometimes see an eroding passion for this business...hoping the new ICBM system changes the culture.
- Hank Habenick: Reiterated request for the Hall of Fame criteria and provide inputs...above all we cannot blow the budget.

Gen Lord Closing comments:

- Thanks to all the committees. We have made tremendous strides forward.

Executive Director Jim Warner:

- Next virtual Meeting is 22 May 2021

Action Items 27 Feb 2021:

- Bob Kelchner/Jim Warner provide copy of first AAFM Newsletter to be a framed presentation at the AAFM Hall Of Fame Ceremony **(22 May 2021)**
- Tom Cullen to reach out to Chamber of Commerce Presidents and inquire if Chambers, Military Affairs Committees are interested in becoming AFA members **(22 May 2021)**
- Jim Warner: Work with AFGSC to get the board an update on how the field (Operations, Maintenance, Security Forces) operate **(22 May 2021)**
- Jim Warner: Invite and Ops, Security and Maintenance personnel to our national meeting so the entire membership has insights into the nomenclature and process by which the ICBM mission is currently conducted? **(22 May 2021)**

AAFM
Board of Director Meeting Minutes
27 February 2021
10:00 AM – 12:00 AM (EST)

- Don Alston: NLT 6 Mar cull down the list of objectives into 3 and then have a person in charge of each objective and conduct a SWAT for each objective to determine:
 - Where are we doing things really well?
 - What do we need to do?
 - What do we need to make it happen?
 - What is the timeline to make it happen?
 - Have that person gather all the info for one objective and then report back via email within 30 days.
 - Jim Warner/Don Alston: Distribute results to Board Members for feedback within 30 Days (**6 Apr 2021**)
- Jim Warner: Solidify plan to solicit sponsorships (**22 May 2021**)
- Jim Warner: Work with Dennis to more effectively track lifetime membership (**22 May 2021**)
- Jim Warner: Assess possibility of new level of membership greater than Life-member (**22 May 2021**)
- Monte Watts: Took an action to brainstorm some names and ideas for a new level of membership. (**22 May 2021**)
- All: Provide feedback to Jock Dodson on the “Hall of Fame OI” (**31 March 2021**)
- Jock Dodson: Assess how to board would assess HOF entry by reviewing Museum OI as a source of input. (**31 March 2021**)
- Monte Watts: Provide Scholarship input to the HOF OI (**31 March 2021**)
- Jim Warner: Obtain information on Phillips and Payne award from AFGSC (**22 May 2021**)
- Jim Warner: Engage Major Gen Spraker’s wife/family to determine if it is OK with the family to auction the General’s Missile Competition memorabilia (**22 May 2021**)
- Jim Warner and Monte Watts: Assess potential for selling ICBM Decals through AAFM (**22 May 2021**)
- General Lord: Engage with CMSgt of the Air Force to determine possibility of her speaking at AAFM National Meeting in Oct 2021 (**22 May 2021**)
- All: Determine who to invite at Guest Speaker at AAFM National Meeting (**22 May 2021**)
- Don Alston: Determine if AAFM should have a connection between AAFM and Space Force Association (**22 May 2021**)