



# MVPA

## 90 Day Review

Patrick Tipton, President + Members of the Board of Directors

# 90 Days of MVPA

## The Problem

- ***“Loosey Goosey” Command Structure*** - Board President functions as XO; No clear responsibilities, no accountability; no one “addressing” operational issues, status quo for over a decade - ***Predictable Results***
- ***Decentralized “institutional knowledge”*** - Quality of decision-making depended on expertise, experience & due diligence by volunteer BoD- no single person in organization “knew” how it worked with poor/outdated operating manuals
- ***Operating “System”*** - Developed over time, seemingly random “how it has always been done”...
- ***Disengaged Membership*** - stale organization, lack of consistent, valuable communication

## The Fix

- ***Consolidate Knowledge***; Collect organizational knowledge & “institutionalize” it
- ***Technology & Good Design to Automate Operating Systems***; Organization should run well with BoD oversight alone - not require full-time efforts of volunteers to plug gaps

***THE MVPA EXISTS TO SERVE ITS MEMBERS!***  
***(Not the other way around!)***

# 90 Days

## MVPA - What it Does for Its Members?    How?

- **Register & Renew Members:** 99% **HQ** - 65% auto online; remainder response to mail; telephone
- **Publish History in Motion:** content/publication/distribution **OUTSOURCED**; HQ responsible for some foreign distribution, ad sales, billing & collection, affiliate listings
- **Host** Annual Convention; Largely **VOLUNTEER** run; HQ registration & orders; check-in logistics
- **Organize** Convoy; **VOLUNTEER** run with minimal HQ participation in registration
- **Supply Room**; sell approximately 111 items - **HQ** - less than \$10k annual sales 2024
- **Support** for local Affiliate Clubs: almost non-existent
- **Judging Program** - **VOLUNTEER** with HQ support around convention programs
- **Overhead Functions** - accounting, compliance, etc., necessary but only to enable Mission - **HQ & BoD**

# 90 Days

## MVPA - What We Found

***The MVPA spends nearly all of its Staff & BoD Resources  
renewing memberships & managing HQ overhead***

**&**

***Very Little on***

***DELIVERING VALUE-ADDED SERVICES TO MEMBERS***

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# 90 Days

## Finances - Accounting System - **As Found**

- Receive & Deposit Checks - manual HQ function
  - Membership renewals
  - Advertising in HIM
  - Convention & Convoy Related registrations
- Bill Pay - HQ & Bookkeeper/CPA
- Reconciliation - Bookkeeper/CPA
- Accounting Classifications & Organization - Bookkeeper/CPA
- **Conclusions:** Inaccurate classifications, inadequate reporting; confused financial picture

***Estimated Cost: \$45k/year (\$9k Bookkeeper/CPA/30% HQ time)***



# 90 Days

## Finances - **New** Accounting System & Procedures

- Convert Accounting Systems to Quickbooks online - 75% implemented
  - Eliminate most manual entry
  - Simplify reconciliation
  - Allow Remote monitoring and work
- Fix improper accounting and clarify financial performance (consolidate entities)
- Initial Costs: ~\$235/month QB online subscription
- Future/2026: \$1k/month bookkeeper (outsourced) & Annual Financial Review by outside CPA firm (~\$10k)
- Team: Robert Brough, Jane Brough & John Hedges

# 90 Days

## Membership Management/Registration & Renewals - **As Found**

- Periodic letters to Members with upcoming expirations
- Postcards every couple of months to upcoming expirations
- Automated, “form” emails to Members with email addresses
- No outgoing phone calls/reminders
- Minimal followup for registration/renewal issues
- Limited telephone support/followup for bad credit cards, other issues
- High postage costs - ~\$1,000 per month

Lack of structure & process = inconsistent results & time consuming for HQ

***Results: MVPA lost ~3,500 members between 2020 & 2024;  
Membership currently at 3,100 paying members, about 3,550 total.***



# 90 Days

## Membership Management - First 90 Day Repairs

- Weekly Monday management meeting starting 4/21/25 with focus on identity and number of expiring memberships beginning in May
- Week to week tracking of new memberships, renewals, lost members, etc.
- Directed emails to non-renewals beginning in late June after convention
- Uptick in new members, but not sufficient for break-even operations & unlikely to “catch-up based on current operations

***Results: Paid membership has remained steady with modest growth & some recapture- ~3,100 paid members***

- Team: Patrick Tipton, Robert Brough, Jane Brough & John Hedges

# 90 Days

## Membership Management - Immediate Future

- Exploring outsourcing membership management to an Association Management Company (AMC)
- \$2,000 - \$5,000 month
  - Dedicated U.S. phone answering 8:30 - 4:30, M-F
  - Support for membership renewals & processing
  - Expertise in current membership management platform (YourMembership)
  - Expertise in membership retention & recapture
- Additional \$ over baseline of ~\$2,500 buys:
  - Expertise & program execution to recapture “churned” members
  - Upgrades to current Members Portal in YM software platform
- Team: Patrick Tipton, Robert Brough, Jane Brough & John Hedges

# 90 Days

## Supply Room - As Found

- HQ managed
  - Selection of inventory
  - Website listings
  - Fulfillment

***50% Gross Margins on \$10k Annual Sales - Not Financially Material***

***This is a Membership Benefit & Marketing Opportunity***

# 90 Days

## **Supply Room - Immediate Solution**

- AMC's have fulfillment capability
- Outsource Fulfillment to independent 3rd Party (other than AMC)

# 90 Days

## HQ Closure - Temp or Permanent - TBD

- Sufficient Cost Savings to Stabilize Organization & Achieve Break-even/Sustainability
  - Current Model will not get to 100% retention + 100 new members without massive **Volunteer** efforts
- Focus **\$\$\$ and attention** on Member Services
  - New Bi-Weekly Email
  - Investment in *History in Motion*
  - Convention Planning & Financial Model; e.g. “free attendance for MVPA members”, technology
  - Supply Room logistics & Inventory - “what do members want?”
  - Partnership Opportunities; American Truck Historical Society + for marketing, new members, promotion of Convention & Convoy,
  - Support for Affiliates: Insurance Programs? Tax-Exempt Status, Membership Growth
  - Judging Program - standardization, training, investment in technology

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