

Minutes of BCA Board of Directors Meeting, held on the 14th November 2023, via Teleconference.

In Attendance:

Elected BCA Board members who were in attendance included;

Jack Welch, Melanie Mauser, Jerry Courson, John McCarthy, Bob Starzyk, John Steed, Ricky Pirch, Bill Gorman, Sid Meyer.

Other attendees whom were present included; Chief Judge, Alan Oldfield, and Cornerstone Group Manager, Mark Wheeler, Bugle Editor, Pete Phillips, Mike Meyer.

Absent from this meeting was; Chapter Co-Ordinator, Roberta Vasilow and National Meet Committee Chairman, Marck Barker

1. Secretary Report presented by John McCarthy.

The revised Minutes from the 17th October 2023 meeting have been circulated to all BCA Board members and other attendees. It was moved by Jerry Courson that the Secretary's report be accepted and seconded by Melanie Mauser. The meeting approved them 8-0.

2. Treasurer Report presented by Jerry Courson.

Jerry then made the following comments regarding his financial report and these included;

- a. That merchandise sales of \$5600 came in and this has lowered the current loss for the Spokane national meeting from \$13,000 to \$8,000. The YTD for the BCA accounts is currently at a loss of \$16,154.
- b. He went on to comment that there were issues with the operations of the Square Machines and some were used for the wrong purposes, which he is currently sorting out and speaking to Marck Barker about ways to prevent this happening in the future.
- c. Jerry further commented that he was having another look at the \$6800 loss for September, as this figure may not be correct and he will continue to look at where the losses occurred.
- d. It was moved by Sid Meyer that the Treasurer's report be accepted and seconded by Bob Starzyk. The meeting approved them 8-0.

Committee Reports.

3. Personnel Committee:

Melanie Mauser reported that she is still trying to sort out what the figures should be on the contracts, as she already has the job descriptions. She commented that MCACN vendors are becoming BCA members. Jack Welch asked whether we were chasing up delinquent Bugle advertising payees and Melanie said that there was one person who had not paid up and now this person has paid up in full. Jack questioned whether we need to have a person in this position and judging from comments in this meeting we need a person to fill this position. Sid Meyer asked Pete Phillips for his comments and he said that he had one inquiry about advertising in the Bugle, and that person had paid up in full. He also commented that we had lost other prominent advertisers in recent months and these included GM and Buick, The Buick Heritage Alliance, and Bill Hirsch. Melanie offered to look into who the people were, who did advertising in other automotive club publications and she will ask Shannon Olson whether she might be interested doing this for the BCA and will report back to the Board.

4. Finance Committee:

Jerry Courson commented that financially the Club was strong with equity, however we currently have a problem with income and expenses.

5. Insurance, BCA, D&O, Regions, Chapters and Divisions Committee.

Sid reported that there are changes happening with Car Club Insurances. He used the example that The GM car club is discussing insurances with Hagerty whom they use and want some questions answered. Changes are happening rapidly and we need to keep our noses to the ground.

6. SOP Committee:

Bill Gorman commented that there had been no updates on the website and he had talked with Mark Wheeler about them. It transpires that he does not have all the SOPs and By-Laws. Bill and Mark communicated with Jack Welch and between all of them the SOPs and By-Laws have now been put together. They have been forwarded to Mark Wheeler for him to publish on the BCA Website and send to the Bugle for publication.

7. Chapter Co-Ordinator report:

No report submitted for this meeting.

8. National Chief Judge Report:

- a. Alan Oldfield commented that he was getting together with both Assistant Chief Judges and they will meet soon. He went onto comment that Opel is being welcomed into the BCA, and this will be published soon on Facebook.
- b. Jack Welch commented on some Buick ID plate badging referring to the car as being an Opel.

9. National Meet Committee:

No report was submitted as Marck Barker was absent.

10. Membership Directory, Roster and Handbook Committee:

John Steed commented that he had nothing to report.

11. Bugle Advisory Committee:

- a. John Steed commented that there was a need to have a committee meeting soon to look at revising expenses on the Buick Bugle.
- b. Pete Phillips commented that he has lots of unsolicited articles coming in and it is hard to keep track of them.
- c. He also commented that he wanted to go to the MCACN meeting in Chicago and sort approval from the Board to attend. Jerry Courson proposed that the meeting approve Pete Phillips attending this meeting and Melanie Mauser seconded his motion. Meeting approved in 8-0.

12. Strategic Planning Committee:

Jerry Courson commented on the following; He started out by saying he had sent out the Strategic Plan as a seven-page document. In order to present details of this documentation and discussion accurately, I have enclosed a copy of the Strategic Plan. The meeting discussed the first part of the action plan titled "Declining Membership". The minutes which the discussion centred on, are not necessarily in order as printed in the document. They included;

- a. History and environment which we are now in and this focused on;
 - Declining membership.
 - Need to survey all Chapters to find out where they are at and who are not members of the BCA.
 - Chapters are one source and Divisions are another.
 - Need to market ourselves better.
 - Hard to communicate with non-members, as we give out information to them and don't hear back from them.

- b. Help identify potential members. We need to contact a marketing firm to see if it is worthwhile.
- c. Melanie Mauser commented on trying our own avenues to find new members and communicate with people to find out why they don't renew their membership.
- d. Survey all BCA membership to see how we can serve them better.
- e. Alan Oldfield commented that this has been done before. BCA needs to know what they are testing and what they are looking for, because it has been proven that it is the Bugle which they like the best and are looking for.
- f. In the past there has been a poor response of only 10% of the membership replying.
- g. Sid Meyer commented that we need to find the answer which we are looking for.
- h. There is a need to establish and maintain pages on Facebook.
- i. that we have a Strategic Plan which we are not following and not following its associated Action Plan.
- j. He further commented that we need to have a look at it.
- k. Alan Oldfield commented that we need to bring up the Strategic Plan at each meeting and see where we are at. The Board needs to take ownership of this plan and it is not just Jerry Courson's plan.
- l. Melanie Mauser commented on obtaining productive information from doing surveys.
- m. Pete Phillips commented on doing these surveys on the wrapper of the Bugle and these will get a response.
- n. Melanie Mauser commented on providing better and improved BCA services.
- o. Alan Oldfield commented on a Company called "Upwork Freelancers" who provide Facebook services for advertising.
- p. Jack Welch asked whether it was necessary to spend Dollars to attract new members?
- q. Jerry Courson commented on the need to find new members for the BCA Board and they don't have to be elected members.
- r. He commented on the need to reduce the costs of the Bugle.
- s. Jerry Courson commented on asking Shannon Olson to redesign a new and easier to use membership form.
- t. Jack Welch commented of the new expanded Board term limits.
- u. Jerry Courson went on to comment on using these people and the benefits which it brings.
- v. Jack Welch commented that the BCA Board will continue with discussions of the Strategic Plan at the December Board meeting.

13. Membership Growth Committee:

Bob Starzyk comment that he and Melanie Mauser will be attending the coming MCACN event and that they will be looking for new members while there.

14. Old Business:

- a. Jack Welch commented that he would like to get BCA members to be able to post on Facebook and that it was important to get this going as soon as possible.
- b. Alan Oldfield commented on the need to find administrators and they must be people who are frequent visitors to facebook.

15. New Business:

- a. Jack Welch commented that former BCA Board member, Terry Weigand's wife, (Barbara), was tragically killed in a auto accident. The Board decided to send Terry a sympathy card and John McCarthy will do this.
- b. Jack Welch commented that there is a need for all Board Members to sign the BCA's Conflict of Interest SOP. Bill Gorman is going to source this statement and pass it onto John Steed.
- c. Sid Meyer commented on the need for the BCA to update the Mecum Auction's discount code for those attending Mecums Auctions. He said that currently this document is out of date. Jack Welch will look into this situation and rectify it.

16. Meeting was adjourned:

Proposed by Jerry Courson and seconded by Sid Meyer. All present approved, (8-0).

Next Meeting:

Tuesday 12th December 2023. 7.10pm (ET) and 6.10pm (CT).

Appendix:

BUICK CLUB OF AMERICA STRATEGIC PLAN 2023 -2028

Introduction – The Buick Club of America (BCA) originated in Los Angeles County, California in the 1960's. In the beginning, the Buick Club was loosely formed, but a strong foundation was established. These successful beginnings evolved into formal incorporation on November 3, 1968. The operations were simple, and there was no need for planning beyond scheduling events and simple budgeting.

The success continued over the next 50 plus years as the BCA expanded nation-wide and into other countries as membership reached 10,000. Over the years, the BCA has successfully managed the operations and the club provided an environment demanded by the members. Planning improved in some areas, but the Board of Directors did not implement a formal long-range planning process.

Status Quo - In recent years, the membership base has declined as members become too old to participate, and the number of members is in the 6,000 range. This issue is wide spread in the old car hobby. In the past the BCA grew and prospered without much effort to recruit members. The club was attractive to owners of old Buicks. At the same time, the BCA through careful management became very strong financially with an equity ratio of 80 percent. The vast majority of the BCA's assets are cash and investments with a total exceeding \$750,000.

With its current financial base, in a status quo situation, the BCA can continue operating well into the future. During this time, the number of members will continue to decline with fewer new members. This decline will eventually cause income to erode as fewer members are paying dues and participating in national meets. Expenses will increase as economies of scale are lost. BCA operations will change as the world becomes even more digital and gasoline cars no longer rule the road. So, somewhere in Star Trek time, the few remaining BCA members can split the

diminished treasury as they lock the BCA doors for the last time. **STATUS QUO IS NOT AN ACCEPTABLE ALTERNATIVE. THE BCA MUST MANAGE ITS FUTURE.**

Long-Range Planning - In early 2022, the Board of Directors discussed the need for a more formal planning process, and a Strategic Planning Committee was appointed. As a first step, a questionnaire was sent to a wide range of members to determine the strengths and weaknesses of the current organization. Information was requested from members serving in leadership roles, newer members, female members, younger members, and older members. Data was gathered to analyze membership trends and other operational areas. The following weaknesses and strengths were identified or confirmed:

- **Declining Membership** - The vast majority of the responses identified declining membership as the number one weakness in today's operations, and most responders believe this problem will continue at least five years into the future.
- **Buick Bugle** – The Bugle is identified as the major strength of the BCA. However, as a potential weakness, some commenters urged changes in the magazine over time to attract more potential members.
- **Financial Position** – Because of long-term sound fiscal management, the BCA is in a position to continue into the future. This is an obvious strength.
- **National Judging Program** – The current judging program is also identified as a strength.
- **National Meets** – The quality of BCA National Meets was identified as a strength. However, the ability to continue quality National Meets is also listed as a weakness. As the number and size of BCA Chapters decline, it will become more difficult for the Chapters to assume responsibility for managing National Meets.
- **Technical Advisors** – An up-to-date listing of technical advisors is considered a strength. However, this list needs to be updated and maintained.

In summary, the listing of strengths and weaknesses forms a solid base for BCA Board action. Many of the items overlap and can be merged into manageable discussion and action items.

Discussion – Membership decline is obviously the major issue facing the BCA and driving the need for sound strategic planning. Membership numbers have been the subject of BCA Board discussions for years. The Board established a Membership Growth Committee, and growth

strategies have been implemented. Some of the new initiatives include reduced dues for members receiving only a digital copy of the Bugle, a “dues sale” for new members, a presence at Hershey, a presence at major old car auctions, and at major old car shows. It appears recent actions have made an impact on membership decline. During 2022, the rate of membership decline was reduced to 1.59 percent. In previous years, membership declines were in the range of five percent. This modest improvement could be the start of a trend. However, this trend has not continued in the first quarter of 2023. The growth rate is normally slower in the first quarter, and hopefully, positive growth may resume in the summer and early fall months. Regardless, the current year-to-date growth rate is negative 1.25 percent.

Current efforts are not sufficient to create long-term growth. The BCA must reinvent itself to appeal to today’s potential member. Today’s potential members are younger than most of current BCA membership, and they drive and collect newer cars. Of the 243 cars owned by members who joined the BCA in the first six months of 2020, 142 of the cars are 1960 or newer and 85 are 1970 or newer. This trend is also noted at National Meets as the number of pre-war cars is declining. To be successful in today’s environment, the BCA should create a special place in the club for newer cars (perhaps 1980’s and 1990’s, but at least 1970 and newer). These cars include Reatta, Roadmaster, T-Type, Grand National, Rainier, and Rendezvous.

In addition to maintaining and increasing the membership base, a higher level of membership participation is critical. Other than the National Meet, significant membership participation is mostly at the Chapter level. Many Chapters are experiencing problems due to membership declines. Some Chapters have been forced to close, and this trend is likely to continue. Accordingly, the BCA Board’s plans for increasing membership should also include the Chapters. Input from Chapters should be solicited, and Chapter members should be used to implement growth plans nationwide.

To attract new members, the BCA can expand its outreach even to the extent of temporarily operating at a loss. Any membership growth options that create an operating loss would need to be supported as temporary or an initiative that will pay for itself quickly. It may be necessary to hire a marketing firm or hire technologic assistance to learn how to communicate on social media. It may be necessary to modify the Bugle to attract the new members. Older cars should not be dropped, but an emphasis on newer cars could bring potential members to the door. To provide a proper balance of new and old cars, it may be necessary to make the magazine larger.

The financial strength of the BCA will erode if the membership base continues to decline. In addition to the loss of membership dues, the club is facing increasing costs due to inflation. In the long term, expenses will increase as positions and projects become more complex, work

currently performed by volunteers will be completed by contractors or employees. It will quickly become more difficult to maintain the current level of profitability.

Recent efforts by the board to establish a museum for Buicks should be included in long-term planning. The museum project can be an item to improve membership growth.

Recent Trends Reported by Old Cars Magazine – The January 15, 2023, edition of Old Cars reports the results of a recent survey of its readers. The survey was directed to hobbyists at museums, clubs, and businesses seeking views of the hobby from the last 12 months and predictions for the next 12 months. The following is reported in Editor Angelo Van Bogart's column:

When it comes to the vehicles that Old Cars readers own and are interested in reading about, the 1960s leads with a whopping 66 percent of survey respondents interested in that era and/or owning vehicles of that era. The next largest eras of interest were the 1950s (53 percent); and the 1970s (40 percent); 1916-1945 (29 percent, equal to those with an interest in 1980s and 1990s vehicles); and 1946-1949 (23 percent). Only 5 percent of readers were interested in brass-era cars, which represents the smallest group of interest in our survey.

- - - The number of readers who bought and sold a collector vehicle in the last 12 months is almost identical; 23.2 percent bought a collector vehicle, and 23.3 percent sold a collector vehicle during the same period. One-third of Old Cars readers are currently restoring a vehicle or recently finished restoring a vehicle, and a little more than 50 percent of readers are also members of at least one car club. Nearly 60 percent of readers have attended 1-4 car shows or auctions in the past year, and 45 percent of readers have traveled more than 30 minutes to attend a car show. When Old Cars readers were asked how far they would travel to a car show, the largest percent (26.9 percent) said they would travel 100-299 miles! Finally, 55 percent of Old Cars readers also collect automobilia and petroliana.

Mr. Van Bogart reports that the readers of Old Cars will not see many changes as a result of these numbers. *(For instance, we'll still continue to expose readers to the brass era, even if the survey says interest is relatively low). Old Cars already covers the 1960s, but we'll probably increase the frequency of articles on this era, as well as the 1970s. Otherwise, we plan to keep the ship on course.*

In conclusion, it does not appear that the old car hobby is dying, but it does appear the hobby is changing. Enthusiasts are still buying and selling old cars, and old cars are being restored. This survey also presents a challenge since only half of the readers are members of car clubs.

Leadership – No strategic plan is complete without a look at leadership in the future. With a strong Board of Directors, the BCA presently is marching with sound leadership. Issues are addressed timely by the board supported by major committees and capable contractors. However, in recent elections, the number of candidates for board seats has declined. Newly elected board members frequently have limited experience and spend their first year on the board learning BCA operations.

Most committees are staffed with board members. The learning curve can be improved by using more non-board members on committees. In addition to performing leg work for the board, the committees can become a training ground for future board members. The experience level of the board can also be improved with longer terms of office, and perhaps allowing board members the opportunity to serve three consecutive terms before becoming “termed-out”.

Museum Project – The museum project was not active when the strengths and weaknesses were solicited. As the project developed during 2022, it became obvious that this is a long-term issue and should be included in this Strategic Plan as more than just a footnote. The Museum Committee is still developing the best structure (stand alone or part of a complex) for a museum. A corporation is being formed which will apply for 501(C)(3) status. Museum Committee members attended a meeting at Gilmore, and discussions are in process with another venue. Discussions have been held with car related museums. Efforts are being made to determine BCA membership support for this project.

BCA Goals 2023 - 2028 and Action Items – It is obvious the Board of Directors should develop and maintain a long-term plan to vigorously deal with issues, positive and negative, facing the club. There is no doubt the most urgent and difficult issue is the membership decline. With the main focus on membership decline, most other issues will also be addressed.

Goals

- Goals for membership decline should include various potential actions over the next five years and beyond. The first steps should be attempts to reverse or stabilize the continuing loss in the number of members. To accomplish this goal, the board should determine the expectations of the current members, determine changes needed in BCA operations to

attract other enthusiasts to join, determine actions needed to retain members leaving the club, and determine actions needed to modernize the BCA. **This goal should be completed in the next 18 to 24 months with monthly reports and discussions at monthly board meetings.** If attempts to reverse the membership decline are not completely successful, the cost of operations/ infrastructure must be reduced to a level that can be supported by the projected future membership. **This goal should be started immediately and continued throughout this Strategic Plan with special emphasis during budget preparation (annual), approval (annual), and reporting (quarterly).** If operations cannot be supported by the membership base, plans should be made to merge with other General Motors clubs. **This goal is not preferred or immediate in nature. However, contact should be maintained with the GM Car Club Council (quarterly), and consideration should be given to inviting other car clubs to participate in regional and/or national meets.**

- BCA leadership is sound at the present time. However, limited candidates for recent board elections could be a warning of a future decline in management abilities. The first step in improving future board experience is an increase in the number of non-board members on committees with committee members being encouraged to attend and participate in board meetings. These committee members should be encouraged to run for board positions. **This step should be completed by the end of 2024.** To maintain the experience level on the board, the terms of office should be expanded and/or board members should be allowed to be elected or appointed to more than two successive terms. **This should be accomplished with a bylaw change by July 31, 2024 with the required notices.**
- Currently, the museum project is still in the early planning stages. Initial projects include forming a museum corporation (**goal June 30, 2023**), obtaining 501 (c)(3) approval (**Goal March 31, 2024**), determining a location and type of building (**goal December 31, 2023**), and most importantly, obtaining membership support (**goal Membership meeting July 13, 2023 and survey results September 30, 2023**). **A less critical goal is the preparation of a fund-raising plan, but this should be completed by September 30, 2023.** Longer term goals will be determined as these goals are completed.
- Favorable comments were received on the Bugle, judging, and technical resources. These items may need some modifications during the period of this Strategic Plan, but major reorganizations are not considered necessary at this time.

Action Plans

The following action plans were adopted by the Board of Directors at its meeting on May 23, 2023:

ACTION PLAN	RESPONSIBLE	DATE
Declining Membership		

1. Expand current attendance at old car shows and auctions with support from local chapters. Report results to the board.	Mbr Growth Comm (MGC) and Chapters	Monthly
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ACTION PLAN	RESPONSIBLE	DATE
2. Determine feasibility and cost impact of contracting with a marketing firm to help identify potential BCA members and BCA changes needed to attract markets not presently served.	MGC	8/31/23
3. Develop (with contract help if needed) a survey for all current BCA members to determine how to better serve their needs as Buick enthusiasts.	MGC	6/30/23
4. Distribute survey by mail and email to all members, and follow up with a copy to each member attending the National Meet.	MGC	7/31/23
5. Report results to the board with recommendations to improve the BCA experience for current and potential members	MGC	9/30/23
6. Establish and/or maintain a presence on Facebook and other social media sources related to Buick.	MGC	Continuous
7. Appoint additional members to the MGC to provide sufficient resources to expand membership.	President or Board	As needed
8. Reduce expenses to offset the impact of declining membership. For example, determine feasibility and potential cost savings of publishing the Bugle quarterly or bimonthly and determine feasibility and potential cost savings of holding National Meets less frequently than annually.	Treasurer/Board Bugle Advisory Committee and MGC	Continuous 9/30/23
9. Redesign the Membership Application Form to create an easier to complete form with instructions as necessary. Perhaps use Shannon Olson to assist in this project.	MGC	9/30/23
10. Redesign Registration Form for National Meets to create an easier to complete form with instructions as necessary. Perhaps use Shannon Olson to assist in this project.	Registrar and National Meet Committee	9/30/23
<u>Leadership</u>		
1. Process Bylaw amendment necessary to expand board member term of office and/or number of successive terms.	SOP Committee	7/31/23 & 7/31/24

2. Expand Board committees to include additional members who are not board members. Encourage committee members to run for vacant board positions.	President or Board	Ongoing
ACTION PLAN	RESPONSIBLE	DATE
3. Develop succession plan for Board officer positions.	Board	12/31/23
<u>Income and Expense</u>		
1. Submit proposed annual budgets to the Board. Provide narrative or written explanation of major changes in budget line items. If budget projections do not indicate a profitable operation, provide explanation to the Board.	Treasurer	Each February Board Meeting
2. Provide budget progress reviews to Board.	Treasurer	Quarterly
<u>Museum</u>		
1. Complete process of incorporation and 501(C)(3) status for the museum.	Treasurer	6/30/23 & 3/31/24
2. Determine membership support (or lack thereof) for museum by presentation at National Meet, possible Bugle article, and survey.	Buick Museum Committee (BMC)	9/30/23
3. Determine likely location and type (stand alone or part of museum group) of museum.	BMC	9/30/23
4. Develop fund raising plan/package for museum.	BMC	9/30/23
<u>Strategic Planning</u>		
1. Update this Strategic plan with revised action items and action items for 2024 and beyond.	Strategic Planning Committee	12/31/23
2. Schedule Strategic Planning Meeting.	President	Jan. 2024

This Strategic Plan was approved by the Board of Directors of the Buick Club of America on May 23, 2023.

