

Agency Strategic Plan

Motor Vehicle Dealer Board (506)

3/14/2014 3:33 pm

Biennium: 2008-10 ▼

Mission and Vision

Mission Statement

The Motor Vehicle Dealer Board will administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations as charged; while providing a high level of customer service for the automotive consumer and dealer community.

Vision Statement

Considered "World Class" regulatory agency that licenses motor vehicle dealers and salespersons; leading the way in customer service, consumer support, innovation, creativity, and automation. The Motor Vehicle Dealer Board support telework initiatives of which 40% of agency workforce have "home-based" offices and necessary IT support to accomplish field work and communication to Headquarters.

Executive Progress Report

Service Performance and Productivity● *Summary of current service performance*

The Motor Vehicle Dealer Board tracked the following performance indicators during the FY09 period:

- Processed 83.7% "clean" salespersons applications within 4 working days.
Target 99%
- Average time spent processing an initial salesperson application: 29 minutes
Target 17
- Completed 92.5% dealership opening (original) inspections within 30 days of assignment to the field representative.
Target 90%
- Responded to 98% of email correspondence sent to the agency email address within 3 business days
Target 98%
- Governor's Management Scorecard Categories "Meet Expectations" for the Agency
Target 100%
- Effectively Manage Transaction Recovery Fund by timely transferring administrative costs to operating fund.
Target 100%
- Advertising violation educational letters and phone calls conducted in FY09 - 387
- Field Inspections Performed FY09 - 2,516
- Appeal Hearings are Conducted Within 45 Days of Appeal Request FY09 - 82%
- Field Operation Liaison Visits Performed FY09 - 431
- Total Consumer contacts in FY 09: 6,058

● *Summary of current productivity*

At the time of this report submission, individual cumulative ratings for each performance measure is as follows:

- 83.7% "clean" salespersons applications were processed in FY09 within 4 working days.
- Met target of 92% to complete dealership opening (original) inspections within 30 days of assignment to field representative.
- Met target of 98% of email correspondence responded to within 3 business days.
- Governor's Management Scorecard Categories "Meet Expectations" for the Agency in FY07
Target 100%

- Transaction Recovery Fund effective management Target of 100% was met.
- 387 Advertising Violations letters and calls were initiated by staff in FY 09.
- 2516 Field Inspections were conducted
- 82% of Appeal Hearings are Conducted Within 45 Days of Appeal Request
- 431 Field Operation Liaison Visits Performed by FY09
Target: 247

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The "DealerNet" application expected completion time frame is FY010. This will tie core business functions into a single integrated system for the field and headquarters operations to utilize. Reports, performance metrics, and work flow are the primary objectives to streamline operations at MVDB.

The agency Desktop refresh cycle in conjunction with the VITA/NG partnership is underway with an expected completion date in FY08.

SWaM vendor participation was positive during FY08 in all minority business categories and continue to support agency goals and objectives. SWaM champions are proactive supporters with Governor's initiatives on agency SWaM vendor participation and agency target goals.

Use of the eVa portal for purchasing continues to be positive as well as prompt payment practices through the use of utilizing credit card payments.

Efforts are underway in FY08 to pursue legislation for illegal car dealers who do not currently comply with qualification and regulation standards as set forth in the code.

To enhance educational efforts as charged, the MVDB is working with appropriate partners on developing regulations requiring mandatory continuing education for Dealer Operators. These efforts were as a result of positive feedback from the dealer community on the Dealer Operator courses administered through the Virginia Community College System and business partners. As the time of plan submission, 650+ students have taken this course throughout the Commonwealth to become qualified for Dealer Operators.

Continuing Education for Dealer Operators will keep current operators abreast of legislative changes and promote positive business practices. MVDB's role is primarily a facilitator in these efforts with business partners and the Virginia Community College System.

Staffing and support analysis and feasibility should be completed by FY09 to fund a vacant Field Representative staff position.

To increase telework efficiency MVDB field representatives will be provided broadband internet access during our IT refresh cycle. It should be noted 40%+ of our currently workforce telecommutes. Telecommunication upgrades will be enhanced including VPN access and cell phone upgrades for better coverage and features in FY08.

To promote our core business functions and responsibilities, MVDB developed a logo for public identification of our services and agency responsibilities.

Agency Web Site is in full compliance per ITRM standards. The website also supports a public access for Dealer Lookup feature to allow customers to research licensed dealers and email for consumer assistance. The Dealer Lookup also assists our business partners as well as dealer auctions, attorneys, insurance companies, and local government.

- *Summary of Virginia's Ranking*

The Commonwealth of Virginia Dealer Board is the first automobile licensing agent in the nation to implement e-commerce; other states are just now following suit. The Dealer Board was also one of the first agencies in the state to offer on-line business licensing renewal. This agency is also the first in the nation among their peer organizations to fully automate their field inspection process and associated activity tracking of which all field representatives are teleworkers.

- *Summary of Customer Trends and Coverage*

MVDB has identified an increase of consumer contact as our consumer assistance as availability becomes more

convenient with online services. However, the number of Commonwealth automobile dealers and salesperson has remained fairly constant.

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

The MVDB continues to make strides towards a "paperless" office environment by evaluating document management practices as prescribed by LVA, VITA and internal practices.

- *Summary of Potential Impediments to Achievement*

During this planning period, appropriations will be closely monitored to keep up with incremental costs particularly for IT infrastructure and application development expenditures. Competitive salaries will be examined for keeping up with public/private sector salary levels.

Service Area List

Service Number	Title
506 550 02	Consumer Assistance
506 560 23	Motor Vehicle Dealer and Salesman Regulation
506 560 48	Administrative Services

Agency Background Information

Statutory Authority

The 1995 General Assembly overwhelmingly adopted legislation to shift the regulation and oversight of the new and used motor vehicle dealer industry from the Department of Motor Vehicles, to a professional board.

The Board consists of nineteen members for which the Governor, subject to confirmation by the General Assembly, appoints seventeen. In order to stagger appointments and ensure continuity, initially, eight members were appointed to two-year terms and nine were appointed to four-year terms.

The statute creating the Board stipulates that nine members shall be licensed franchise ("new") motor vehicle dealers, and seven members shall be independent ("used") dealers. Further, the statute requires that of the seven independent dealers, one shall be primarily engaged in vehicle rental, and one in the motor vehicle salvage business. The other three members include a consumer with no connection to the motor vehicle dealer industry; the Commissioner of the Virginia Department of Agriculture and Consumer Services and the Commissioner of the Department of Motor Vehicles, who serves as the Board's chairman.

The Motor Vehicle Dealer Board's authority is found in Title 46.2 of the Code of Virginia, § 46.2-1503. Motor Vehicle Dealer Board, and § 46.2-1503.4. General powers and duties of Board.

Customers

Customer Group	Customers served annually	Potential customers annually
Commonwealth of Virginia Motor Vehicle Consumer	4,500	5,400
Commonwealth of Virginia Motor Vehicle Dealer Community	23,000	23,500

Anticipated Changes To Agency Customer Base

Currently, the Board serves the following:

- dealers
- potential dealers
- salespersons
- auto auctions
- consumers
- attorneys
- local law enforcement
- DMV
- local zoning officials

The Board does not anticipate any changes to this customer base; however, the number of contacts and transactions performed within these groups are expected to increase.

Partners

Partner	Description
Commonwealth of Virginia Local Zoning Officials	Assists the Board in addressing curbstoning and other illegal car lots; and in ensuring all dealers are operating within areas that are properly zoned.
DynTek Services, Inc.	
Office of the Attorney General	Provides legal advice in those cases requiring opinion or interpretation of law.
ScreeningOne	ScreeningOne provides criminal history verification for dealer and salesperson applicants.
The Department of Motor Vehicles	The Department of Motor Vehicles, for which the Commissioner chairs the Board, works closely with the Motor Vehicle Dealer Board by providing some administrative services, investigative services for those matters requiring enforcement, certification testing, and joint computer (application-specific) system sharing.
The Office of Consumer Affairs	As specified by Code, a member of the Board will be from the Office of Consumer Affairs to ensure the Commonwealth's automobile consumer's interest is represented. Also members of the Office of Consumer Affairs' staff and members of the Dealer Board's staff work closely together to resolve conflict between an individual dealer community establishment and a consumer.
The Virginia Automobile Dealers Association (VADA)	The local chapter of the National Automobile Dealers Association, the Virginia Automobile Dealers Association, represents the Commonwealth's franchise automobile dealer community. The Motor Vehicle Dealer Board, for which some members are also members of VADA, work closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering.
The Virginia Community College System	The VCCS is a partner in the dealer-operator education initiative.
The Virginia Independent Automobile Dealers Association (VIADA)	The local chapter of the Independent Automobile Dealers Association VIADA represents the Commonwealth's independent automobile dealer community. The Motor Vehicle Dealer Board, for which some members are also members of VIADA, work closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering. The VIADA is also a partner in the initial dealer-operator education initiative.
The Washington Area New Automobile Dealers Association (WANADA)	The Washington Area New Automobile Dealers Association (WANADA) represents the Commonwealth's Northern Virginia and Southern Maryland franchise automobile dealer community. The Motor Vehicle Dealer Board works closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering.
VITA/NG	VITA/NG partners with the Motor Vehicle Dealer Board staff to ensure agency information technology infrastructure and security.

Products and Services

- *Description of the Agency's Products and/or Services:*

The Motor Vehicle Dealer Board offers the following products and services (core business functions) under their three service areas:

- Board Administration
- Operations
- Licensing
- Inspection
- Hearings and Violations
- Advertising
- Transaction Recovery Fund Administration
- Consumer Correspondence (Review, Research, Direction, and Response)

For an expanded version of process under the core business functions, see crosswalk below:

- *Factors Impacting Agency Products and/or Services:*

The Motor Vehicle Dealer Board is a self-funded agency and therefore receives no general fund monies. Fees submitted to the agency by motor vehicle dealers are accumulated into a fund balance, which covers all core business functions and services provided by the Board. Unlike General Fund agencies, the Motor Vehicle dealer Board was not awarded General Fund dollars to pay for an increases in VITA rates.

- *Anticipated Changes in Products or Services:*

The Motor Vehicle Dealer Board continues to implement automated activities that directly support service area objectives and responsibilities as charged. Application development continues to streamline work processes in these service areas to include functionality for a dealer lookup database accessed internally and the public via agency web site, email capability for consumer assistance, and document management capability for staff to view/research online scanned documents. Ease of use capabilities such as online access for the dealer community, automotive consumers, and business partners provide customer focused resources used effectively and aligns our goals with core objectives in these service areas. Service area process "modules" will continue to be further developed to enhance performance, reporting, and tracking capabilities during this planning period.

Finance

- *Financial Overview:*

The Board receives no general fund monies. Fees submitted to the agency by dealers cover all core business functions and services provided by the Board. We continue to experience a surge in costs associated with VITA rate increases, IT investment and support and other direct operating costs, necessary for keeping up with technological improvements and data security.

The Board's financial accounting and reporting functions are provided by DMV. As a result of this joint effort, the Board has been able to conduct its statutory responsibilities and its financial management functions in a most cost-effective manner.

Fiscal Year Ending June 30, 2009: Revenues= \$2,075,905. Expenses/Transfers=\$1,918,684; Cash Balance=\$665,180

Since the Motor Vehicle Dealer Board is self-funded, monies appropriated from the agency's reserve (special) funds cover the Board and Operational expenses within the Administrative Service area. Monthly revenue, on average \$172,992 month, generated by fee collection provide funding for the Consumer Assistance and Motor Vehicle Dealer and Salesperson Regulation service areas.

- *Financial Breakdown:*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$2,210,782	\$0	\$2,213,553
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$0	\$2,210,782	\$0	\$2,213,553

This financial summary is computed from information entered in the service area plans.

Human Resources

- *Overview*

Organizationally, the Board staff is divided into two functional areas: Field Operations and Headquarters Operations. The field operations consist of a supervisor and eleven field representatives who work out of their "home-offices" located throughout the Commonwealth. Educating dealers, salespersons and consumers is the primary focus of the field representatives. Enforcement becomes necessary only after continued, blatant disregard for laws.

The number one priority of the Dealer Board Headquarters Operations is to process initial and renewal applications of our licensees (dealers and salespersons). This work constitutes the highest volume and work effort of the Headquarters staff.

Motor Vehicle Dealer Board
Organizational and Operational Chart

MVDB Board of Directors

Executive Director

Administrative Assistant

Management Analyst, Sr Office Manager Field Operations
Supervisor
TRF Analyst
2 Consumer/Advertising Analysts 11 Field Reps
5 Program Support Techs.

● *Human Resource Levels*

Effective Date	7/1/2005	
Total Authorized Position level	22	
Vacant Positions	-3	
Current Employment Level	19.0	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	19	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	7	
Contract Employees	0	
Total Human Resource Level	26.0	<i>= Current Employment Level + Wage and Contract Employees</i>

● *Factors Impacting HR*

The Motor Vehicle Dealer Board is implementing an automation and reengineering activity that will "overhaul" all existing core business functions within the Consumer Assistance and Motor Vehicle Dealer and Salesperson Regulation service areas. Work flow processes will streamline operational activities for staff allowing for more customer focused activities to be accomplished during this planning period.

● *Anticipated HR Changes*

Staff demographics have excellent cross training and diversity task management skills of which we do not anticipate attrition or retirement challenges in this planning period.

Information Technology

● *Current Operational IT Investments:*

For the past several years MVDB has been a seat managed agency which meant all desktops were leased on a three-year rotation from a vendor who in turn subcontracted network and computer services work to SWaM IT vendors. This SWaM vendor-agency relationship has proved to be positive for servicing vital IT computer and network services in a timely and cost-effective manner.

Recently VITA/NG has begun transformation efforts for MVDB. Desktop refresh is to be completed in FY08. Proposed

although at the time of this publication server consolidation would possibly completed during this planning cycle. Although the transformation process has been positive, we do continue to work with our current SWaM vendors for IT support services in the areas of network and application development support. and the IT partnership. When SWaM Champions are informed of opportunities, communication will be provided to those SWaM vendors as appropriate.

- **Factors Impacting the Current IT:**

VITA/NG decentralized service and support rates were implemented in calendar year 2007. This new rate structure discontinued billing rates for seat managed /leased services under an MOU agreement with our current vendor and established retroactive payments to July 1, 2006. Under this new rate structure MVDB is charged a flat rate for services and support which is paid through VITA and in turn to our seat management provider Dyntek. VITA/NG service delivery and support have attributed to cost increases which have in turn impacted agency budgetary expenditures in FY07. Under the current rates (FY07) MVDB spends approximately \$25,000 more on IT infrastructure services. Rates for FY08 and beyond have not been established by VITA/NG at the time of this publication, however, responsible budget planning will allow for future incremental costs increases associated with these services.

- **Proposed IT Solutions:**

The Motor Vehicle Dealer has completed an initial mapping process which identifies three main modules that represent our core business functions. Those are : Consumer Assistance and Advertising, Motor Vehicle Dealer and Salesperson Regulation and Transactions Recovery service areas. Efforts will also continue on document scanning and imaging of records.

Currently our servers are in-house however based on initiatives from VITA/NG server consolidation at CESC will more than likely occur during this planning period for logistics and data security practices.

Technological changes in infrastructure as well as "smart" photocopiers will be proposed for

- **Current IT Services:**

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$0	\$108,351	\$0	\$109,976
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$0	\$108,351	\$0	\$109,976
Specialized Infrastructure	\$0	\$39,400	\$0	\$39,400
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$47,500	\$0	\$47,500
Agency IT Current Services	\$0	\$195,251	\$0	\$196,876

Comments:

[Nothing entered]

- **Proposed IT Investments**

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0

Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total Proposed IT Investments	\$0	\$0	\$0	\$0

● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$0	\$195,251	\$0	\$196,876
Proposed IT Investments	\$0	\$0	\$0	\$0
Total	\$0	\$195,251	\$0	\$196,876

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

- *Current State of Capital Investments:*
The Motor Vehicle Dealer Board has no Capital Investments to report.
- *Factors Impacting Capital Investments:*
The Motor Vehicle Dealer Board has no Capital Investments to report.
- *Capital Investments Alignment:*
The Motor Vehicle Dealer Boards has no Capital Investments to report.

Agency Goals

Goal 1

Provide a high level of customer service.

Goal Summary and Alignment

The Motor Vehicle Dealer Board continues to implement automated activities that directly support service area objectives and responsibilities as charged. Application development continues to streamline work processes in these service areas to include functionality for a dealer lookup database accessed internally and the public via agency web site, email capability for consumer assistance, and document management capability for staff to view/research online scanned documents. Ease of use capabilities such as online access for the dealer community, automotive consumers, and business partners provide customer focused resources used effectively and aligns our goals with core objectives in these service areas. Service area process "modules" will continue to be further developed to enhance performance, reporting, and tracking capabilities during this planning period.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal 2

Promote the interest of both the automotive consumer and the dealer body.

Goal Summary and Alignment

The Motor Vehicle Dealer Board continues to implement automated activities that directly support service area objectives and responsibilities as charged. Application development continues to streamline work processes in these service areas to include functionality for a dealer lookup database accessed internally and the public via agency web site, email capability for consumer assistance, and document management capability for staff to view/research online scanned

documents. Ease of use capabilities such as online access for the dealer community, automotive consumers, and business partners provide customer focused resources used effectively and aligns our goals with core objectives in these service areas. Service area process "modules" will continue to be further developed to enhance performance, reporting, and tracking capabilities during this planning period.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal 3

Administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations, as charged.

Goal Summary and Alignment

By being innovative and creative with the use of existing technology, the Motor Vehicle Dealer Board intends to raise the level of agency core business function performance. The Motor Vehicle Dealer Board anticipates numerous agency and customer benefits such as increased customer service delivery and staff productivity, decreased processing time, greater performance tracking and heightened traceability, and of course, operational cost savings.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal 4

Commonwealth Preparedness

Goal Summary and Alignment

We will strengthen the culture of preparedness across state agencies, their employees and customers. This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, The Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy and improves our quality of life.

Goal Objectives

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Objective Strategies

- The agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management

Link to State Strategy

- nothing linked

Objective Measures

- Agency Continuity of Operations Plan (COOP) Assessment Score

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 2007 COOP Assessment Results (% out of 100)

Measure Target Description: Minimum of 75% or, if at 75%, increase the average by 5% each year

Data Source and Calculation: The COOP Assessment Review is a 24 component assessment tool that helps measure the viability of a COOP plan.

Service Area Strategic Plan

Motor Vehicle Dealer Board (506)

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Biennium: 2008-10 ▼

Service Area 1 of 3

Consumer Assistance (506 550 02)

Description

the Motor Vehicle dealer board staff receives and respond to nearly 5000 complaints annually concerning the conduct of persons and businesses licensed by the Board. Staff also monitors dealer advertising to ensure compliance with Virginia Code to ensure compliance with Virginia Code to ensure truth in advertising. In extreme cases, the Board, in conjunction with staff, dispenses disciplinary action when appropriate.

The Motor Vehicle Dealer Board also administers the Transaction Recovery Fund for consumers that have proven, via a circuit court ruling, that they were defrauded by a Virginia dealer licensed by the Board. At the time of this report during FY07, Dealer Board staff dispensed nearly \$84,0000 from the Transaction Recovery Fund to 7 consumers defrauded by Commonwealth of Virginia dealers.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

It is stated in the agency mission that the Motor Vehicle Dealer Board is charged by Code to promote the best interest of the dealer community and the automobile consumer. The Motor Vehicle Dealer Board takes this charge seriously by consistently providing the Commonwealth of Virginia auto consumer with easy accessibility to our offices and staff. The Motor Vehicle Dealer Board has provided the Commonwealth constituency with the following over previous fiscal periods:

- Toll Free Number

for those who do not have the financial means of calling our office outside the Richmond city area, and to make it easier to contact us.

- An automated complaint form

available from our website and a dedicated public address and email folder viewed regularly by staff for incoming correspondence. A performance measure has been established to ensure staff respond to the correspondence in a timely fashion.

- An Automated Dealer Look Up Function

available from our agency website. A consumer may verify whether a particular dealer is sanctioned by the Board and whether a salesperson is employed by the dealership prior to making a purchase.

The Motor Vehicle Dealer Board also administers the Transaction Recovery Fund for consumers that have proven, via a circuit court ruling, that they were defrauded by a Virginia dealer licensed by the Board.

- Describe the Statutory Authority of this Service

The Transaction Recovery Fund statutory authority is derived from Transaction Recovery Fund, Title 46.2, Chapter 15, Article 3, § 46.2-1527.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Commonwealth of Virginia Motor Vehicle Consumer	Commonwealth of Virginia Motor Vehicle Consumer	4,500	5,400

Anticipated Changes To Agency Customer Base

Currently, the Board serves the following:

- dealers

- potential dealers
- salespersons
- auto auctions
- consumers
- attorneys
- local law enforcement
- DMV
- local zoning officials

The Board does not anticipate any changes to this customer base; however, the number of contacts and transactions performed within these groups are expected to increase. Also, the Board will be requesting future legislation to expand the definition of a salesperson to include "finance specialists." This will require those working for dealerships in a financing capacity be required to obtain a salesperson's license from the Board.

Partners

Partner	Description
Department of Motor Vehicles	Provides consumer assistance in those areas not governed by the Motor Vehicle Dealer Board code sections. May need DMV assistance in cases requiring needed investigative authority.
Department of State Police	May need State Police assistance in cases requiring policing authority.
Office of Consumer Affairs	Provides consumer assistance in those areas not governed by the Motor Vehicle Dealer Board code sections.
Office of the Attorney General	Provides legal advice in those cases requiring opinion or interpretation of law.

Products and Services

- *Factors Impacting the Products and/or Services:*
The automobile industry is a fluctuating market. In previous years this market has proven itself to be a "cornerstone" in the national economy. However, it is difficult to judge the industry's economic direction.
- *Anticipated Changes to the Products and/or Services*
Although the national consumer market is currently experiencing a downswing, the automobile industry remains afloat through special and creative incentives offered to the consumer; thus, making purchasing (even in a down market) attractive.
- *Listing of Products and/or Services*
 - Consumer assistance involving research, investigation, direction, correspondence, and conflict resolution.
 - Transaction Recovery Fund administration for those who proven, via the court system, that they have been defrauded by a Virginia dealer(ship) licensed by the Board.

Finance

- *Financial Overview*
The Consumer Assistance service area is funded solely by fee revenue collected from the dealer community. Fees submitted to the agency by dealers cover all core business functions and services provided by the Board. Fee increases, effective December 1, 2007 will provide for sound financial management funding of this service area as anticipated for the next 7-8 years.

The Board's financial accounting and reporting functions are provided by DMV. As a result of this joint effort, the Board has been able to conduct its statutory responsibilities and its financial management functions in a most cost-effective manner.

- *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$0	\$218,871	\$0	\$218,871				
Change To Base	\$0	\$0	\$0	\$0				

Service Area Total	\$0	\$218,871	\$0	\$218,871
Base Budget	\$0	\$218,871	\$0	\$218,871
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$218,871	\$0	\$218,871
Base Budget	\$0	\$218,871	\$0	\$218,871
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$218,871	\$0	\$218,871

Human Resources

- *Human Resources Overview*

Organizationally, the Board staff is divided into two functional areas: Field Operations and Headquarters Operations. The field operations consist of a supervisor and eleven field representatives who work out of their “home-offices” located throughout the Commonwealth. Educating dealers, salespersons and consumers is the primary focus of the field representatives. Enforcement becomes necessary only after continued, blatant disregard for laws.

The number one priority of the Dealer Board Headquarters Operations is to process initial and renewal applications of our licensees (dealers and salespersons). This work constitutes the highest volume and work effort of the Headquarters staff.

Motor Vehicle Dealer Board
Organizational and Operational Chart

MVDB Board of Directors

Executive Director

Administrative Assistant

Management Analyst, Sr. Office Manager Field Operations
Supervisor
TRF Analyst
2 Consumer/Advertising Analysts 11 Field Reps
5 Program Support Techs.

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	3
Vacant Positions	0
Current Employment Level	3.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	3
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	1

breakout of Current Employment Level

Contract Employees	0
Total Human Resource Level	4.0

= Current Employment Level + Wage and Contract Employees

- Factors Impacting HR**
 The Motor Vehicle Dealer Board is implementing an automation and reengineering activity that will "overhaul" all existing core business functions within the Consumer Assistance and Motor Vehicle Dealer and Salesperson Regulation service areas. Work flow processes will streamline operational activities for staff allowing for more customer focused activities to be accomplished during this planning period.
- Anticipated HR Changes**
 Staff demographics have excellent cross training and diversity task management skills of which we do not anticipate attrition or retirement challenges in this planning period.

Service Area Objectives

- We will respond to consumer email on a timely basis.

Objective Description

Currently, the Motor Vehicle Dealer Board tracks and reports response time of email received from the public email site via the agency website. Eventually, this objective will change to include all consumer correspondence and inquiries the agency receives. On going application development will streamline staff workload to meet future performance objectives over time.

Alignment to Agency Goals

- Agency Goal: Provide a high level of customer service.
- Agency Goal: Promote the interest of both the automotive consumer and the dealer body.

Objective Strategies

- The agency automation and reengineering activity has been implemented for this particular measure, and will assist staff efforts to meet this performance objective. Consumer email correspondence is working towards a standard template application so that staff selects response from a menu versus typing individual letters. All incoming consumer correspondence will be tracked via one system and automated to produce monthly reports.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of email correspondence responded to within 3 business days.

Measure Class: Agency Key Measure Type: Output Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: 96 Date:

Measure Baseline Description: 96% in FY 2005

Measure Target Value: 98 Date: 6/30/2009

Measure Target Description: 98% by FY 2009

Data Source and Calculation: Total monthly consumer email correspondence responded to within three (3) business days.

- Ensure effective management of the Transaction Recovery Fund.

Objective Description

The Motor Vehicle Dealer Board is responsible for administering the Motor Vehicle Transaction Recovery Fund (MVTRF). Individuals who have been awarded a judgment in court related to the purchase of a motor vehicle from a licensed dealer, may seek relief from the Fund if the dealer does not follow the court's direction. The Virginia Motor Vehicle Transaction Recovery Fund has been established to reimburse persons who have suffered loss or damage in connection with the purchase or lease of a motor vehicle due to illegal actions of licensed or registered motor vehicle

dealers or salespersons. MVDB staff coordinate these efforts to ensure management of the fund is upheld in accordance with Transaction Recovery Fund laws and regulations.

Alignment to Agency Goals

- Agency Goal: Provide a high level of customer service.
- Agency Goal: Promote the interest of both the automotive consumer and the dealer body.
- Agency Goal: Administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations, as charged.

Objective Strategies

- Fund balance does not exceed the maximum limit for operational efficiency.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of Transaction Recovery Fund administrative costs transferred to the MVDB operating fund

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: By 6/30/07, transfer 100% of the TRF administrative costs from TRF Special Fund to the operating fund.

Measure Target Value: Date:

Measure Target Description: By 6/30/09, transfer 100% of the TRF administrative costs from TRF Special Fund to the operating fund.

Data Source and Calculation: Quarterly automated fund balance reporting.

Service Area Strategic Plan

Motor Vehicle Dealer Board (506)

3/14/2014 3:33 pm

Biennium: 2008-10 ▼

Service Area 2 of 3

Motor Vehicle Dealer and Salesman Regulation (506 560 23)

Description

The primary focus of the Board is to license and regulate the nearly 4500 combined franchise (new) automobile dealers and independent (used) automobile dealers within the Commonwealth of Virginia. These dealers have a combined total workforce of approximately 23,000 licensed salespersons. As part of the licensing process, the Board also issues dealer license plates and renewal decals as directed by DMV. In a typical year, the agency will process over 3,200 dealer-related license transactions, over 20,500 salesperson license transactions, and issue over 36,000 dealer tags.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
As stated in the mission, "the Motor Vehicle Dealer Board will administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations as charged." All service area functions are directly linked to this passage by Code.
- *Describe the Statutory Authority of this Service*
The Automobile Dealer and Salesperson service area is authorized by the following code sections:

Licensing-Code and Regulations
Title 46.2: Motor Vehicles

Chapter 15: Motor Vehicle Dealers

Article 2. Motor Vehicle Dealer Licenses.

- § 46.2-1508. Licenses required. I
- § 46.2-1508.1. Licensure of certain nonprofit organizations.
- § 46.2-1509. Application for license or certificate of dealer registration.
- § 46.2-1510. Dealers required to have established place of business.
- § 46.2-1511. Dealer-operator to have certificate of qualification.
- § 46.2-1512. Salesperson to have certificate of qualification.
- § 46.2-1513. Continued operation on loss of a dealer-operator holding certificate of qualification.
- § 46.2-1514. Action on applications; hearing on denial; denial for failure to have established place of business.
- § 46.2-1515. Location to be specified; display of license; change of location.
- § 46.2-1516. Supplemental sales locations.
- § 46.2-1517. Changes in form of ownership, make, name.
- § 46.2-1518. Display of salesperson's license; notice on termination.
- § 46.2-1519. License and registration fees; additional to other licenses and fees required by law.
- § 46.2-1520. Collection of license and registration fees; payments from fund.
- § 46.2-1521. Issuance, expiration, and renewal of licenses and certificates of registration.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Commonwealth of Virginia Motor Vehicle Dealer Community	Commonwealth of Virginia Motor Vehicle Dealer Community	0	0

Anticipated Changes To Agency Customer Base

Currently, the Board serves the following:

- dealers
- potential dealers
- salespersons
- auto auctions

- consumers
- attorneys
- local law enforcement
- DMV
- local zoning officials

The Board does not anticipate any changes to this customer base; however, the number of contacts and transactions performed within these groups are expected to increase.

Partners

Partner	Description
Department of Motor Vehicles	The Department of Motor Vehicles, for which the Commissioner chairs the Board, works closely with the Motor Vehicle Dealer Board by providing some administrative services, investigative services for those matters requiring enforcement, certification testing, and joint computer (application-specific) system sharing.
Office of the Attorney General	Provides legal advice in those cases requiring opinion or interpretation of law.
Screening One, Inc.	Provides criminal background checks for motor vehicle dealer and salesperson applicants; Virginia Dealers have the option of use this service as a pre-employment verification of background
Virginia Automobile Dealers Association	The local chapter of the National Automobile Dealers Association, the Virginia Automobile Dealers Association, represents the Commonwealth's franchise automobile dealer community. The Motor Vehicle Dealer Board, for which some members are also members of VADA, work closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering.
Virginia Independent Automobile Dealers Association	The local chapter of the Virginia Independent Automobile Dealers Association VIADA represents the Commonwealth's independent automobile dealer community. The Motor Vehicle Dealer Board, for which some members are also members of VIADA, work closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering.
Washington Area New Automobile Dealers Association (WANADA)	The Washington Area New Automobile Dealers Association (WANADA) represents the Commonwealth's Northern Virginia and Southern Maryland franchise automobile dealer community. The Motor Vehicle Dealer Board works closely together to ensure timely communication of changes in business practices, cooperative legislation, and information gathering.

Products and Services

- *Factors Impacting the Products and/or Services:*

The automobile industry is a fluctuating market. In previous years this market has proven itself to be a "cornerstone" in the national economy. However, it is difficult to judge the industry's economic direction.

- *Anticipated Changes to the Products and/or Services*

Although the national consumer market is currently experiencing a downswing, the automobile industry remains afloat through special and creative incentives offered to the consumer; thus, making purchasing (even in a down market) attractive.

- *Listing of Products and/or Services*

- The primary focus of the Board is to license and regulate the nearly 4000-combined franchise (new) automobile dealers and independent (used) automobile dealers within the Commonwealth of Virginia. These dealers have a combined total workforce of approximately 23,000 licensed salespersons. In addition to licensing and regulation, the following core business functions fall within this service area: • Inspection • Hearings and Violations • Advertising

-

Finance

- *Financial Overview*

The Motor Vehicle Dealer and Salesperson Regulation service area is funded solely by fee revenue collected from the dealer community. Fee increases, effective December 1, 2007 will provide for sound financial management funding of this service area as anticipated for the next 7-8 years.

The Board's financial accounting and reporting functions are provided by DMV. As a result of this joint effort, the Board has been able to conduct its statutory responsibilities and its financial management functions in a most cost-effective manner.

● *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$0	\$1,061,538	\$0	\$1,061,538		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$0	\$1,061,538	\$0	\$1,061,538		
Base Budget	\$0	\$1,061,538	\$0	\$1,061,538		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$0	\$1,061,538	\$0	\$1,061,538		

Human Resources

● *Human Resources Overview*

Organizationally, the Board staff is divided into two functional areas: Field Operations and Headquarters Operations. The field operations consist of a supervisor and eleven field representatives who work out of their “home-offices” located throughout the Commonwealth. Educating dealers, salespersons and consumers is the primary focus of the field representatives. Enforcement becomes necessary only after continued, blatant disregard for laws.

The number one priority of the Dealer Board Headquarters Operations is to process initial and renewal applications of our licensees (dealers and salespersons). This work constitutes the highest volume and work effort of the Headquarters staff.

Motor Vehicle Dealer Board
Organizational and Operational Chart

MVDB Board of Directors

Executive Director

Administrative Assistant

Management Analyst, Sr Office Manager Field Operations
Supervisor
TRF Analyst
2 Consumer/Advertising Analysts 11 Field Reps
5 Program Support Techs.

● *Human Resource Levels*

Effective Date	
Total Authorized Position level	14
Vacant Positions	3
Current Employment Level	11.0

Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	12	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	6	
Contract Employees	0	
Total Human Resource Level	17.0	= Current Employment Level + Wage and Contract Employees

- **Factors Impacting HR**

The Motor Vehicle Dealer Board is implementing an automation and reengineering activity that will "overhaul" all existing core business functions within the Consumer Assistance and Motor Vehicle Dealer and Salesperson Regulation service areas. Work flow processes will streamline operational activities for staff allowing for more customer focused activities to be accomplished during this planning period.

- **Anticipated HR Changes**

Staff demographics have excellent cross training and diversity task management skills of which we do not anticipate attrition or retirement challenges in this planning period.

Service Area Objectives

- We will process salespersons applications on a timely basis.

Objective Description

We will process "clean" salespersons applications within 4 business days.

Alignment to Agency Goals

- Agency Goal: Provide a high level of customer service.
- Agency Goal: Promote the interest of both the automotive consumer and the dealer body.
- Agency Goal: Administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations, as charged.

Objective Strategies

- We accomplished our "stretch" target and processed 99.45% during FY07. Toward those ends we have instituted many processes to include the use of automation.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of "clean" salespersons applications processed within 4 working days.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Target Value: Date:

Measure Target Description: 99% by FY 2009

Data Source and Calculation: Current Microsoft Access Applicant Tracking & Performance Database

- We will inspect original (new) dealerships on a timely basis.

Objective Description

In keeping with the theme of promoting employment and economic development we strive to open new business (dealers) in a timely fashion. This is one of our core functions and responsibilities.

Alignment to Agency Goals

- Agency Goal: Provide a high level of customer service.

- Agency Goal: Promote the interest of both the automotive consumer and the dealer body.
- Agency Goal: Administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations, as charged.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of opening inspections of (new) original dealerships within 30 days.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Target Value: Date:

Measure Target Description: 90% by FY 2009

Data Source and Calculation: Measure is tracked in agency SQL application by determining number of new dealership inspections performed within 30 days from total number of new dealership inspection performed.

Service Area Strategic Plan

Motor Vehicle Dealer Board (506)

3/14/2014 3:33 pm

Biennium: 2008-10 ▼

Service Area 3 of 3

Administrative Services (506 560 48)

Description

The Motor Vehicle Dealer Board has two core business functions commissioned under the Administrative Service area. These core business functions are outlined below. Each core business function has associated process that serves as the service area base structure that supports the global agency mission, and establishes the internal operating framework.

- Board Administration
Board Correspondence
Meeting Management
- Operations
Facilities
Legal
Staff
Interagency Processing
Information Technology

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*

The administrative service area of the Motor Vehicle Dealer Board directly aligns with the agency's mission statement in that it establishes the agency's operational framework in accordance with the Code of Virginia.

In particular, the general administration service area is comprised to two core business functions (Board Administration and Operations). In accordance with the Code of Virginia, the Board determines the organizational direction by establishing agency policy and precedent.

Then, Operations set agency procedure and guidelines for which the remaining service areas and associated core business functions operate.

Appropriately, the Motor Vehicle Dealer Board service areas are interlaced with the agency's vision, mission, Code, core business functions, and processes.

- *Describe the Statutory Authority of this Service*

The Motor Vehicle Dealer Board's authority is derived from Title 46.2 of the Code of Virginia:

§ 46.2-1503. Motor Vehicle Dealer Board.

§ 46.2-1503.4. General powers and duties of Board.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Commonwealth of Virginia Motor Vehicle Consumer	Commonwealth of Virginia Motor Vehicle Consumer	4,500	5,400
Commonwealth of Virginia Motor Vehicle Dealer Community	Commonwealth of Virginia Motor Vehicle Dealer Community	23,000	23,500

Anticipated Changes To Agency Customer Base

Currently, the Board serves the following:

- dealers
- potential dealers
- salespersons

- auto auctions
- consumers
- attorneys
- local law enforcement
- DMV
- local zoning officials

The Board does not anticipate any changes to this customer base; however, the number of contacts and transactions performed within these groups are expected to increase. Also, the Board will be requesting future legislation to expand the definition of a salesperson to include "finance specialists." This will require those working for dealerships in a financing capacity be required to obtain a salesperson's license from the Board.

Partners

Partner	Description
Department of Motor Vehicles	The Department of Motor Vehicles, for which the Commissioner chairs the Board, works closely with the Motor Vehicle Dealer Board by providing some administrative services, investigative services for those matters requiring enforcement, certification testing, and joint computer (application-specific) system sharing.
Office of the Attorney General	Provides legal advice in those cases requiring opinion or interpretation of law.
Screening One, Inc.	Provides criminal background screening services for salesperson and dealer applicants
VITA/NG	The partnership with Virginia Information Technologies Agency and Northrup Grumman provides IT-related support outside the scope of the agency's seat management contract.

Products and Services

- *Factors Impacting the Products and/or Services:*

The Motor Vehicle Dealer Board continues to implement automated activities that directly support service area objectives and responsibilities as charged. Application development continues to streamline work processes in these service areas to combine legacy applications into a single intergrated system for headquarters and field staff. This single system, OnBoard will continue work during FY10 and house all dealer and salesperson licensing data for staff use. It is envision a complete 360 profile of a dealership including general licensing data as well as any customer complaints, violations, hearings, active saleserpersons, and scanned images pertaining to a dealership will be available for headquarter and field work. OnBoard will also eventually service our current web applications including the Dealer Lookup and Customer Complaint form. Our primary goals with this application is to eventually be able to promote more online access for the dealer community, consumers, and business partners while meet service area objectives.

- *Anticipated Changes to the Products and/or Services*

As with any automation and reengineering activity of this magnitude, the Motor Vehicle Dealer Board anticipates numerous agency and customer benefits such as increased customer service delivery and staff productivity, decreased processing time, greater performance tracking and heightened traceability, and operational cost savings realized.

- *Listing of Products and/or Services*

- The administrative service area provides the structure for operating all agency service areas, core business functions, and business processes. This service area is comprised of Board Administration (for which agency policy and direction is established) and Operations (which is comprised of administrative staff, legal services, facilities, inter-agency processing and support administration, and information technology).

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Finance

- *Financial Overview*

The Administrative Services area is funded solely by fee revenue collected from the dealer community. Fees submitted to the agency by dealers cover all core business functions and services provided by the Board. Fee increases, effective December 1, 2007 will provide for sound financial management funding of this service area as anticipated for the next 7-8 years.

The Board's financial accounting and reporting functions are provided by DMV. As a result of this joint effort, the Board has been able to conduct its statutory responsibilities and its financial management functions in a most cost-effective

manner.

- *Financial Breakdown*

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$0	\$930,373	\$0	\$933,144
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$0	\$930,373	\$0	\$933,144

Human Resources

- *Human Resources Overview*

Organizationally, the Board staff is divided into two functional areas: Field Operations and Headquarters Operations. The field operations consist of a supervisor and eleven field representatives who work out of their “home-offices” located throughout the Commonwealth. Educating dealers and salespersons is the primary focus of the field representatives. Field Representatives conduct dealership inspections as part of the education process to ensure motor vehicle dealer laws and regulations are in compliance. Field dealership inspections also promotes positive customer service in many instances. Dealer and/or Salesperson Licesne sanctions only become necessary after continued, blatant disregard for laws.

Dealer and Salesperson licensing processing (initial and renewal licenses) is the number one priority of the Headquarters Operations. This work constitutes the highest volume and work effort of the Headquarters staff.

Motor Vehicle Dealer Board
Organizational and Operational Chart

MVDB Board of Directors

Executive Director

Administrative Assistant

Policy Analyst, Sr. Office Manager Field Operations
Supervisor
TRF Analyst
2 Consumer/Advertising Analysts 11 Field Reps
5 Program Support Techs.

- *Human Resource Levels*

Effective Date	
Total Authorized Position level	5
Vacant Positions	0
Current Employment Level	5.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	0
Faculty (Filled)	0

breakout of Current Employment Level

Wage	0
Contract Employees	0
Total Human Resource Level	5.0

= Current Employment Level + Wage and Contract Employees

- **Factors Impacting HR**

The Motor Vehicle Dealer Board is implementing an automation and reengineering activity that will "overhaul" all existing core business functions within the Consumer Assistance and Motor Vehicle Dealer and Salesperson Regulation service areas. Work flow processes will streamline operational activities for staff allowing for more customer focused activities to be accomplished during this planning period.

- **Anticipated HR Changes**

However, with on going automation and reengineering activities coinciding with possible retirement and attrition, the agency will be challenged with trying to maintain the currently agency performance levels of versus attempting to improve upon it, struggling to maintain current daily operational customer service delivery, and stalling the automation and reengineering activity that would ultimately assist in alleviating cumbersome workflow burden. The Motor Vehicle Dealer Board will be able to maintain its' current appropriation balance during FY07 while improving its' performance level.

Service Area Objectives

- Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Objective Description

Administrative services provide direct support to ensure management scorecard criteria achieve maximum potential in the areas of : HR, Financial Management, Government Procurement, Resource Stewardship, Technology, and Performance Management meet or exceed agency targets.

Alignment to Agency Goals

- Agency Goal: Provide a high level of customer service.
- Agency Goal: Promote the interest of both the automotive consumer and the dealer body.
- Agency Goal: Administer sections of the Commonwealth's Motor Vehicle Dealer Laws and regulations, as charged.

Objective Strategies

- Continue to ensure effective operational efficiencies in scorecard criteria area that promote the best interest of the automotvie consumer and dealer community.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of Governor's Management Scorecard categories marked as meets expectation

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Target Value: Date:

Measure Target Description: 100% by FY 2009

Data Source and Calculation: Ratings received on the Governor's Management Scorecard. Data source, eva portal, swam dashboard, DPB, DOA website reports