

Agency Strategic Plan

Motor Vehicle Dealer Board (506)

3/14/2014 3:33 pm

Biennium: 2010-12 ▼

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.

Agency Values

- Integrity
Motor Vehicle Dealer Board representatives will conduct Board business in an honest and dependable manner, creating an open and trustworthy environment for our customers to conduct business.
- Fiscally Responsible
Motor Vehicle Dealer Board representatives will ensure they are considered "good stewards" of agency appropriations and revenue.
- Innovation
Through the use of technology, Motor Vehicle Dealer Board representatives will be innovative in delivering the best possible, cost effective agency service available to its' customers.
- Creativity
Motor Vehicle Dealer Board representatives will be creative agency problem solvers for issues affecting customers and service delivery.

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% of "clean" salespersons applications within 4 working days.
Target 99%

[We run a criminal background check on each applicant. The vendor that runs these checks made changes to allow a more thorough investigation that takes longer. In addition, four of the five employees that process license applications are off one day every two weeks as part of a "flex" schedule. These factors impacted our ability to achieve the goal. If the time period to process applications was five days instead of four, we would have attained 92%.]

- Completed 92.5% dealership opening (original) inspections within 30 days of assignment to a field representative.
Target 90%

- In FY 09, responded to 98% of email correspondence sent to the agency's email address within 3 business days.
Target 98%

- Governor's Management Scorecard Categories "Meet Expectations" for the Agency.
Target 100%

- Effectively managed the Transaction Recovery Fund by timely transferring administrative costs to the operating fund.
Target 100%

- Average time spent processing an initial salespersons application - 29 minutes.
Target 17 minutes

[Our 2009 target was based on enhancing our automated systems. Budget constraints have slowed the progress of this project. We hope to complete this project in FY 2010.]

Other Notable Performance Milestones:

- Advertising violation and educational letters and phone calls in FY09: 387
- Field Inspections Performed FY09: 2,516
- Appeal Hearings Conducted Within 45 Days of Appeal Request in FY09: 82%
- Field Operation Liaison Visits Performed in FY09: 431
- Total Consumer Contacts by Headquarters staff FY09: 6,058
- *Summary of current productivity*
Individual cumulative ratings for each performance measure is as follows:
 - 83.7% of "clean" salespersons applications were processed in FY09 within 4 business days.
 - Exceeded target of 90% to complete dealership opening (original) inspections within 30 days of assignment to field representative.
 - Met target of 98% of email correspondence being responded to within 3 business days.
 - Governor's Management Scorecard Categories "Meet Expectations" for the Agency in FY09. Target 100%
 - Met Transaction Recovery Fund effective management target.
 - Average staff time spent processing an initial salespersons application was 29 minutes. Target 17 minutes

Other Notable Productivity Milestones"

- 387 Advertising Violations letters and calls were initiated by staff in FY09.
- 2,516 Field Inspections were conducted.
- 82.5 % of Appeal Hearings were Conducted Within 45 Days of Appeal Request.
- 431 Field Operation Liaison Visits Performed in FY09.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The Dashboard application expected completion time frame is FY10. 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.

SWaM vendor participation was positive during FY09. The MVDB more than doubled its SWaM spend from 23% of all discretionary spending in FY 09 to 53% in FY 09. 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.

To enhance educational efforts as charged, the MVDB is working with appropriate partners on developing regulations requiring mandatory continuing education for Dealer Operators. It is anticipated that the regulations will be in place by the end of FY 10. These efforts were as a result of positive feedback from the dealer community on the Dealer Operator initial course administered through the Virginia Community College System and business partners. 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.

One vacant field representative position was filled in FY 09.

In FY 09, enhanced partnership with ScreeningOne (Vendor who performs criminal background checks on applicants.) to allow the dealer to run the criminal background check thereby saving the dealer money and increasing efficiency of our operations.

To increase telework efficiency MVDB field representatives have been provided with broadband internet access via "aircards". This allows the field staff to access information and reports while they are in the field. We anticipate upgrading aircards in FY10 in order to enhance reliability of the wireless connection. It should be noted that 40%+ of our current workforce telecommutes. Telecommunication upgrades will be enhanced including VPN access and cell phone upgrades for better coverage and features in FY10.

In support of the Governor's "green" initiatives, seven out of 13 full time headquarters employees work an alternative schedule.

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. Both the look-up and consumer portal were improved in FY 09. 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 was the first automobile licensing agency in the nation to implement e-commerce; other states are 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.

The Motor Vehicle Transaction Recovery Fund is a Fund that is funded by dealers that provides relief to consumers who have been defrauded by dealers. Until very recently, Virginia was the only state to have such a fund.

- *Summary of Customer Trends and Coverage*

MVDB has identified an increase of consumer contact as our consumer assistance availability becomes more convenient with online services and more consumers become aware of our service to consumers and dealers. The number of Commonwealth automobile dealers and salesperson has declined in FY 09. Dealers going out-of-business has increased workload for both office staff and field staff as consumer complaints have increased and the automated records must be updated to reflect the decrease in both dealers and salespersons.

The MVDB has successfully met the fiscal challenge caused by a shrinking dealer and salespersons population.

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. We continue to scan documents thereby creating an electronic file for all dealers. In FY 10 we plan to make enhancements to the scanning process that will result in more efficient operations and organization of scanned documents. Scanned documents will be integrated with in-house produced documents.

- *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. If the the dealer and salesperson populations continue to shrink, revenue will be negatively impacted which in turn will impact progress in application development. Anticipated (unknown) VITA rate increases will also impact funds available for application development and upgrades.

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	6,000	6,000
Commonwealth of Virginia Motor Vehicle Dealer Community	21,800	23,500

Anticipated Changes To Agency Customer Base

[Nothing entered]

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.
Office of the Attorney General	Provides legal advice in those cases requiring opinion or interpretation of law. Represents the agency in court on appealed decisions made by the Board.
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 local chapter of the National Automobile Dealers Association, the Virginia Automobile Dealers Association, represents the Commonwealth’s franchise automobile dealer

The Virginia Automobile Dealers Association (VADA)	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 a partner in the 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 2011		FY 2012	
	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.

● *Human Resource Levels*

Effective Date	9/1/2009	
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:*

The Motor Vehicle Dealer Board continues to implement automated activities that directly support all service area objectives and agency responsibilities. During this biennium period, application development continues to streamline work processes to combine legacy applications into a single integrated system for headquarters and field staff.

We have recognized the need and ability of our staff to perform functional responsibilities in a single integrated system to support our core business functions: Licensing and Regulation of Dealers and Salespersons. Currently staff works in an environment utilizing several fragmented automated systems including sharing data with DMV's mainframe for license processing and fee collection. To some extent these systems have been adequate in achieving performance target goals but we have recognized that better performance capabilities could be achieved if work processes were performed in a single more technology savvy approach. Given this, OnBoard, as we have identified our new system started development in FY09 .

Current economic and market downturns have placed demand on IT resources to capture and provide real time analysis on our service areas and critical operations through daily reporting and internal indicators. Daily reports provide a vehicle for agency revenue forecasts and budget planning. For example, in FY09 we implemented a daily salesperson and dealer "ticker" which shows license activity and monthly trends.

The current recession has also prioritized IT projects which will service the most customers' needs and align with our service area objectives.

- *Factors Impacting the Current IT:*

The VITA/NG Transformation costs will be the primary factor impacting agency IT during the next biennium. Specific costs associated with many transformation "line items" are currently unavailable for agencies making it difficult for the Agency to budget IT infrastructure costs vs. IT application (internal) costs. We however anticipate our monthly VITA costs to continue to increase as we complete each transformation tower during the biennium. IT costs for the Agency have nearly doubled since 2007 when VITA decentralized services begun. Prior to 2007 the agency had a seat management contract for infrastructure by an approved state vendor.

Other random activities imposed from VITA such as surveys, reports, meetings, and policy mandates impact agency resources from core IT projects and development.

- *Proposed IT Solutions:*

We anticipate completion of a system integration of our current legacy systems which will allow users a comprehensive 360 profile of a dealership in the Commonwealth. This system, OnBoard, will allow for field and headquarters operations to view general licensing data for dealers and salespersons and assist staff with processing license material, field inspections, and provide customer service activities. On Board will capture data points from licensing forms and dealership records via scanned documents or direct data entry. OnBoard will also eventually service data to our current web applications to allow online dealer access for dealers, consumers, and business partners.

Our primary objectives and scope for OnBoard

- integrate the "best" of our current systems functionality and data
- flexible work products (units) for project management and cost control practices
- consistent application methodology
- blend within VITA/NG transformation model
- provide intuitive customers service and data integrity
- manage, evaluate, and reposition when required to ensure value added returns for this IT investment is achieved

IT investment costs for FY11 and FY12 for OnBoard work products are included in the non-major IT investment costs (under 100,000) category. OnBoard expenditures in FY10 and extending to FY11 and FY12 relate directly to our mission critical objectives and core lines of business as identified below and Agency Strategic Plan:

102 Consumer Protection
105 Economic Development

114 Law Enforcement
 221 Direct Services For Citizens
 224 Regulatory Compliance and Enforcement
 16 Litigation and Judicial Activities
 335 Revenue Collection
 440 Information and Technology Management

Since MVDB is a special funded agency (NGF), all licensing fees generated from Virginia dealers and salespersons are our sole revenue source to manage agency core lines of business while meeting service delivery performance objectives to our dealers and automotive consumer base.

If current statewide budget shortfalls and revenue declines continue into FY11 and FY12, IT investment costs may require modifications in work products and expense outlays. The Budget Bill 2010 proposes a transfer of 84,600 dollars from MVDB's operating fund to help offset state budget shortfalls. The operating fund supports all IT application costs (OnBoard) as well as variable VITA/NG infrastructure costs for the agency. If passed in 2010 and monies transferred in FY10, this debit of 84,800 dollars from our operating may require repositioning of OnBoard product deliverables scheduled in FY11 and FY12 to extend beyond this biennium period. IT strategic planning and cost complexities will continue to challenge agency resources to be within the parameters of revenue indicators and our ability to sustain performance objectives during this period of budget uncertainty and revenue declines.

- *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	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
Agency IT Current Services	\$0	\$108,351	\$0	\$109,976

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	\$67,000	\$0	\$67,000
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0

Total Proposed IT Investments	\$0	\$67,000	\$0	\$67,000
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● *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$0	\$108,351	\$0	\$109,976
Proposed IT Investments	\$0	\$67,000	\$0	\$67,000
Total	\$0	\$175,351	\$0	\$176,976

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

Capital

- *Current State of Capital Investments:*
[Nothing entered]
- *Factors Impacting Capital Investments:*
[Nothing entered]
- *Capital Investments Alignment:*
[Nothing entered]

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 Preparedness Assessment Score

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

Measure Baseline Value: Date:

Measure Baseline Description: 2008 Annual Agency Preparedness Assessment Score Received in August 2009

Measure Target Value: Date:

Measure Target Description: Attain a score of 75% on the Annual Agency Preparedness Assessment

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Attain a score of 75% on the Annual Agency Preparedness Assessment

Data Source and Calculation: The Agency Preparedness Assessment is an all-hazards assessment tool that measures agencies' compliance with requirements and best practices. The assessment has components including Physical Security, Continuity of Operations, Information Security, Vital Records, Fire Safety, Human Resources, Risk Management and Internal Controls, and the National Incident Management System.

Service Area Strategic Plan

Motor Vehicle Dealer Board (506)

3/14/2014 3:33 pm

Biennium: 2010-12 ▼

Service Area 1 of 3

Consumer Assistance (506 550 02)

Description

The Motor Vehicle Dealer Board provides consumer assistance and monitors dealer advertising to ensure compliance with Virginia Advertising Code and Regulations. The Board may on some occasions assess civil penalties or conduct hearings when Dealership's advertising practices continues to be non-complaint.

Another critical component of this service area is the administration and fund management of the Motor Vehicle Transaction Recovery Fund (MVTRF). Automotive consumers 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 may be reimbursed. In FY08, \$128,270 was paid to 10 claimants and in FY 09 \$136,871 was paid to 17 claimants from the MVTRF.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

The Motor Vehicle Dealer Board strives to provide a high level of customer service needs for the Virginia Automobile Consumer and Dealer. Our primary objective is to provide information easily accessible and current to all customers across the Commonwealth. We continue to promote flexibility and cross training for staff to ensure we are meeting service delivery needs to our customers. Customers in the Commonwealth have the option of visiting our Richmond office in person, calling our Toll free telephone line, or access our web site for consumer assistance and information on dealer and salesperson licensing, advertising, and automobile industry news. During FY09 staff responded to 6,058 consumers. The following further describes how we meet our customer service needs for Consumers.

- Agency 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; consumers can also leave a voice message after hours.
- A Consumer Request for Assistance web form available from our website www.mvdb.virginia.gov, consumers can email the Board by completing the text boxes with information about their consumer issue (complaints); MVDB staff will review these e-requests and respond back within 3 days via the email provided on the web form.

A performance measure has been established to ensure staff responds to consumer's requests within the 3 day time frame.

- An Automated Dealer Look Up Function (Search Active Dealers) available from our agency website. Anyone who has internet access may verify whether a dealer and salesperson are currently licensed (active) by the Board.
- Motor Vehicle Transaction Recovery Fund. The Board provides consumer assistance to guide consumers through the Motor Vehicle Transaction Recovery Fund (MVTRF) claim process. Instructions can be found on our web site or contact our MVTRF Analyst directly by telephone.

- Describe the Statutory Authority of this Service

46.2 Chapter 15, Article 4, Article 9 Motor Vehicle Dealer Advertising

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	6,000	6,500
Commonwealth of Virginia Motor Vehicle Consumer	Commonwealth of Virginia Motor Vehicle Dealers and Salespersons	21,800	23,500

Commonwealth of Virginia Motor Vehicle Consumer	DMV, local law enforcement, and zoning officials	0	0
Commonwealth of Virginia Motor Vehicle Consumer	Virginia attorneys (as it relates to this Agency's mission and responsibilities)	0	0
Commonwealth of Virginia Motor Vehicle Consumer	Virginia automobile associations and special interest groups, lobbyists	0	0

Anticipated Changes To Agency Customer Base

The Agency anticipates some expansion to the customer base as a direct result of the volatility of US automobile industry's operations and revenues and current economic indicators. The complexity of many dealer-consumer issues to resolve and provide alternative solutions has challenged staff. Service area objectives will need to remain flexible in order to meet target goals for this biennium if the industry's trend continues.

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.
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. Represents the agency in court on appealed decisions by the Board
Viignia Interactive	Provides web hosting of our agency web site www.mvdb.virginia.gov

Products and Services

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

Among the most significant factor impacting the services in this area has been the US automotive financial crisis (2008-2009). The agency has experienced a high level of service demand to meet consumer's assistance needs as a direct result of this industry crisis and global economic slowdown. Other factors such as rising fuel costs and the credit crunch in 2008 shied consumers away from purchasing vehicles.

The situation turned more critical for dealerships' survival when US automakers decided to terminate selected franchised (new) dealerships across the US in 2009. The Commonwealth was no exception to these historical events; 26 Chrysler franchised dealerships were forced to terminate in late FY09. Some of these dealerships remained open and were able to convert to an independent (used) automobile dealers; still others permanently closed their doors in Virginia.

The following provides a drilled down perspective to our customer base of dealers and salespersons in the Commonwealth and the significance the US automobile crisis has impacted on our customer base of dealers and salespersons:

In FY08 there were approximately 4,300 dealerships and 23,000 salesperson workforce, FY10 (Q1) indicates a current level of 3,600 combined franchise (new) and independent dealerships with approximately 17,000 licensed salespersons in the Commonwealth.

However, early FY10 indicates stability in our customer base and we are optimistic this trend will continue for the 2009-2010.

This service area has had to provide assistance to many of Virginia's customers to ensure automobile purchases were complete and satisfactory according to Virginia motor vehicle dealer laws and regulations. We have worked with several entities such as DMV for title and registration guidance and processing to ensure Virginia's automotive consumers were satisfied. In some instances the consumer assistance area has had to intervene with sales transactions and worked with dealerships, financial institutions and our business partners.

At the same time MVDB has provided assistance to those dealerships that have suffered financial hardship or forced termination to ensure their business were properly closed or new ownership and location changes were appropriately conducted and in accordance with Virginia Code. This factor has also impacted other agency service areas of which resources were redirected to meet service delivery timeframes.

Federal programs such as the recent passing of the CARS (Car Allowance Rebate program) commonly known as "Cash for Clunkers" have placed a demand on the service area to ensure accurate information is provided to Virginia consumers and to Dealers. This service area has been proactive in keeping up to date with the program requirements and informing Virginia consumers. We have also worked with Virginia motor vehicle dealers to ensure their advertisements conforms with Virginia code and the CARS program requirements.

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

System enhancements planned for the biennium will include more automated features aligned with performance metrics and reporting capabilities for this service area.

- *Listing of Products and/or Services*

- Consumer assistance on automobile dealer issues which comprises assessment, evaluation, resolution and guidance for the Virginia Automobile consumer. This service area also works with Field Operations on investigation of license dealers as it impacts consumers.
- Transaction Recovery Fund management and administration for those who proven, via the court system, that they have been defrauded by a Virginia dealer(ship) licensed by the Board. The MVTRF is funded through assessments paid by all dealers the first three years they are in business.
- Advertising assistance, guidance, and enforcement is conducted in this service area on Virginia dealers to ensure motor vehicle dealer advertising laws and regulations are followed.

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.

DMV provides financial accounting and reporting assistance for us. 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 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	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*

Four staff members make up this service area work force. Our Consumer and Advertising Analysts (2) priority is to respond to consumer complaints and inquiry issues that are directly aligned with the Motor Vehicle Dealer Board mission and functional responsibilities. This service area also works with dealerships across the Commonwealth to

ensure Motor Vehicle Dealer Advertising practices are in compliance through educational direction. We also have a hourly employee that reviews and monitors Virginia motor vehicle dealer advertisements placed in state and local newspapers to ensure printed material meets Virginia advertising regulations.

Our Motor Vehicle Dealer Transaction and Recovery Fund Analyst (1) provides consumer assistance and guidance on the claim process. MVTRF fund management and the disbursement process to claimants is worked closely by the Board and the Office of the Attorney General. During FY09 the MVTRF paid \$137,000 to seventeen claimants. For FY08, approximately \$128,000 was paid to 10 claimants.

● *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
Contract Employees	0
Total Human Resource Level	4.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

● *Factors Impacting HR*

The instability of automobile industry market and the implementation of new federal and state motor vehicle dealer programs places a high demand for consumer assistance from the public. Staffing levels should remain constant however multi task and cross train resources will be utilized in the planned biennium to ensure assistance is timely and accurate for our customers.

● *Anticipated HR Changes*

We do not anticipate changes to the service area work force due to attrition or retirement challenges in this planning period.

Service Area Objectives

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

Objective Description

The Motor Vehicle Dealer Board tracks and reports response time of all email received via the agency website. This objective includes all 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 Baseline Description: 96% in FY 2005

Measure Target Value: Date:

Measure Target Description: 98% in FY 2012

Data Source and Calculation: Total monthly 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 6/30/12, 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: 2010-12 ▼

Service Area 2 of 3

Motor Vehicle Dealer and Salesman Regulation (506 560 23)**Description**

The Motor Vehicle Dealer Board's primary focus is to license and regulate Virginia Motor Vehicle dealers. At the time of this biennium report there are 3,600-combined franchise and independent dealers with a salesperson workforce of 17,000 are licensed in the Commonwealth.

This service area is an comprises several functional components:

- Licensing (Education and Testing)
- Field Operations (Inspection Process)
- Hearings, Violations and Penalty process (Board authority)

Dealer and salesperson education and testing requirements are integral parts of the licensing process. The agency continues to provide education portals for dealers and salespersons to keep current on motor vehicle dealer laws and regulations. Educating the dealer community, we feel directly supports the Service Area objectives and promotes positive interaction.

The licensing process also involves a collaborative efforts with the Department of Motor Vehicles (DMV):

- Dealers and salespersons can visit any statewide DMV customer service center to take the salesperson and dealer qualification tests
- The agency issues plates, tags, and decals directly as a "one-stop" service so that Dealers can complete their license process directly from the Board rather than visiting a DMV service center.
- In FY 09 the agency conducted 21,618 Licensing Transactions

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. Headquarters (Richmond, VA) is comprised of Office Manager and 5 Program Support Technicians for licensing processing. Both field and Headquarters interact with the dealer community as well as external business partners to perform objectives of the service area.

By the end of FY09, Motor Vehicle Dealer Board field representatives had performed a total of 2,516 Commonwealth dealership inspections.

During FY09 Motor Vehicle Dealer staff conducted an assessment and evaluation of nearly 400 advertising violations from dealerships in print, from web sites, or by airwaves . Once identified, Board staff makes direct contact by telephone and correspondence to the dealership citing non-compliance actions and code violations.

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.

With this mission we have implemented several education portals to inform dealers and salesperson on the most current Virginia motor vehicle dealer laws and regulations. Educating the dealer community, we feel directly supports the objectives to this service area while promoting positive interaction.

The Agency over the years has introduced a variety of methods to make information available to dealers and salespersons. Introducing a range of informational opportunities including our web site www.mvdb.virginia.gov promotes dealers and salespersons to abide by licensing regulations and laws. Indirectly this may help consumers when purchasing vehicles from dealers who are well informed about the dealer laws and regulations and act responsibly. Keeping dealers informed will continue to be a priority for the agency during this unstable period for the

automobile industry and overall economic climate.

- *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	3,600	3,750
Commonwealth of Virginia Motor Vehicle Consumer	Commonwealth of Virginia Motor Vehicle Salespersons	17,000	21,000

Anticipated Changes To Agency Customer Base

No one could have predicted such a dramatic series of events the US automobile industry had experienced since the last publication of this biennium plan. Global economic crisis, over production of vehicles and rising fuel prices during 2008 were some of the primary factors that attributed to US automobile industry's woes and resulted in fluctuating levels of our Agency customer base.

In FY07, the Commonwealth had approximately 4,300 dealers; currently there are 3,600 (FY10, Q1) with a salesperson workforce from 23,000 to 17,000 respectively. This shrinkage of our customer base however we feel has stabilized somewhat and currently see our customer base at recovery levels and anticipate these to be within range for the next planned biennium.

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. Represents the agency in court on appeals of decisions made by the Board.
Screening One	Criminal Background screening provider to conduct criminal background checks for dealer and salesperson applicants.
	The local chapter of the National Automobile Dealers Association, the Virginia Automobile Dealers Association, represents the Commonwealth's franchise automobile dealer community. The Motor

Virginia Automobile Dealers Association	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:*

Among the most significant factor impacting the services in this area has been the US automotive financial crisis (2008-2009). Poor automobile sales and rising fuel costs forced many dealerships to close and terminate salespersons. These series of events during late 2008-2009 redirected agency resources to focus on dealership closings; primarily due to time constraints US automakers placed on their franchises to shut down operations.

Current data for FY10 (Q1) data indicates dealership closings may be slowing and may level off by year end (2009). This trend may be realized from recent automobile incentives from Automakers and federal programs such as CARS ("cash for clunkers") .

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

The Agency anticipates expanding knowledge base support for dealers through our web site www.mvdb.virginia.gov. During this biennium efforts will focus on "revamping" current web content on the agency web site and incorporate more refined user interfaces. Agency web site metrics indicate there is an increased demand for licensing services to be accesses via on-line. This is primarily because of more dealerships having computers and internet access, particularly those in the rural areas of the state. We will focus our web site on providing more through, concise and ease of use content for users during this biennium period.

It is anticipated expanded educational requirements for currently licensed independent Dealer-Operators will be implemented via regulations now in the proposed stage. Proposed regulations will require Dealer-Operators to re-certify every 36 months from their anniversary date. It is anticipated that Dealer-Operator continuing educational courses will be offered both in a classroom setting and on-line.

Current legacy systems which supports this service area and related components will continue to be refined to support technology demands from the public and business partners. We will continue to evaluate current workflow as it impacts the licensing process to support Dealer and Salesperson service objectives. Work planned for this biennium includes a 360 view of dealers and salespersons for Field and HQ staff. It is also anticipated during this biennium the VITA/NG enterprise transformation efforts will continue to demand resources on the agency.

Business partner's initiatives such as DMV's Print On Demand (PoD) Program to allow dealers real time processing and issuance of temporary tags for vehicle sales when implemented will streamline some workflow in the dealership licensing and inspection processes as well as tag issuance in Richmond. The PoD program is expected to be implemented late 2009.

- *Listing of Products and/or Services*

- The primary focus of the Board is to license and regulate the nearly 3600 franchise (new) and independent (used) automobile dealers with salesperson workforce of 17,000 in the Commonwealth. This service area performs the following services of which Field and Headquarters staff directly support: 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 3,000dealer-related license transactions, over 18,500 salesperson license transactions, and issued nearly 36,000 dealer tags and decals. One of the Board's primary customer service functions is to educate Dealers and Salespersons. The Agency over the years has introduced a variety of methods to make information available to dealers and salespersons. Introducing a range of informational opportunities including our web site www.mvdb.virginia.gov promotes dealers and salespersons to abide by licensing regulations and laws. Indirectly

this ensures consumers are having well informed and responsible dealers when visiting dealerships in the Commonwealth. Keeping dealers informed has been of increased importance since the last biennium report due to extreme fluctuations in the automobile's industry's financial stability and overall economic downturns and federal government programs such as CARS (cash for clunkers program) and the overall economic downturn in the U.S.

- The Hearing process is a service the Board is charged by Virginia code and the Administrative Process Act. Applicants who are denied a license or licensees against whom the Board takes action, are entitled to the hearing process as outlined in the Administrative Process Act. The Board conducts informal and formal hearings with an assigned Hearing Officer. The assigned hearing officer (Contractor) will conduct a hearing and provide written recommendation to the Board for review. There is an appeal process if decisions are appealed. In FY09 82.5% of appeals were conducted with 45 days of appeal request. The Hearing process and outcomes are tracked internally and presented in report format.
- When there is non-compliance (violation) with any motor vehicle dealer laws including licensing, advertising, and any conduct of business the Board has the authority to assess a civil penalty up to \$1,000 per violation. Any monies received will be deposited in the Transportation Trust Fund. In FY08, the Board assessed over \$121,000 and collected nearly \$90,000 in civil penalties from dealers. In FY 09 the Board assessed \$56,000 and collected \$37,500 in Civil penalties. These penalties are deposited directly into the Transportation Trust Fund. As an alternative approach the Board may also on occasion determine an educational telephone call or correspondence to the dealer may be a better method to communicate dealer laws and regulations. This alternative along with our many educational programs, may explain the decrease in the assessment of civil penalties. In FY08 \$3,500 advertising related civil penalties were collected from dealers and in FY 09, \$8,500. In FY09 387 advertising violations letters and telephone calls were initiated by Headquarters staff.
- Educating dealers and salesperson is an integral component of the service area products. Some resources that are used to meet target goals include:
 - Dealer and salesperson study guides found on our web site and made available in soft copy format to assist interested applicants with testing material prior to taking the test at any DMV, Customer Service Center throughout the Commonwealth. Applicants can visit the web site to take a sample test by clicking on the direct link.
 - DealerTalk newsletter published throughout the year. Dealers can subscribe to this newsletter and past issues are available on our web site. DealerTalk provides the dealer community a broad range of articles including legislative changes, Board hearing decisions, and automobile industry trends.
 - Dealer Operator Course - Since 2006 any applicant interested in becoming a new independent automobile dealer must take the Dealer-Operator course as a first step to becoming a licensed independent automobile dealer. At the time of this plan submission there have been 1,610 individuals who have taken the Dealer-Operator course. The Dealer Operator course is a team effort by the Virginia Community College System and the VIADA (Virginia Independent Automobile Dealers Association) which offers a 2-day course for a fee throughout the Virginia Community Colleges.
 - Field Operations (Inspection Process) - During FY 09 Agency Field representatives (11) conducted 2,516 inspections throughout Virginia. Field assignments are managed by the Field Supervisor in Richmond using an internal application to track inspection status, review and approve inspection reports and route any follow up work to the Program Support techs in Richmond. The dealership record of inspection is electronically transmitted back to Richmond from the field representative assigned. The report highlights the inspection result and areas of unsatisfactory or non-compliance a dealership may have including necessary follow up work. For this biennium report the 30 day opening (initial) inspection process performed by Field Operations has a 92.5% metric. This opening rate exceeds our target goal of 90% set for this time period.

Finance

- *Financial Overview*

The Motor Vehicle Dealer and Salesperson Regulation service area is funded solely by fee revenue collected from the dealer community.

DMV provides assistance with the Board's financial accounting and reporting functions. 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 2011		FY 2012		FY 2011	FY 2012
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 to support Motor Vehicle Dealer and Salesman Regulation. Field operations consist of a field representative supervisor and eleven field representatives who work out of their “home-offices” located throughout the Commonwealth. Field representatives conduct dealership inspections to ensure regulation compliance and to promote "best practices". The inspection process primary objective is to educate dealers on licensing and operational requirements for both independent and franchise dealerships which may possibly avoid serious licensing sanctions and penalties as a result of non-compliance. This we feel promotes positive feedback and relationships within the dealer community and supports this service area objectives.

Headquarters staff directly supports this service area along with the Field as it relates to dealer and salesperson licensing and regulations. Staff support this process through education, licensing processing, and compliance efforts and works closely with the dealer community and business partners to ensure service area objectives and target goals are met.

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
Full-Time Classified (Filled)	12
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	6
Contract Employees	0

breakout of Current Employment Level

Total Human Resource Level | **17.0** = *Current Employment Level + Wage and Contract Employees*

- **Factors Impacting HR**
Some of the factors impacting this service area work force are continued fluctuations in the economy and the automobile industry. Continued refinements in work flow in this service area will streamline operational activities to meet performance goals during this planning period.
- **Anticipated HR Changes**
The agency does not anticipate significant attrition or retirement challenges during this planning period.

Service Area Objectives

- We will process salespersons applications on a timely basis.

Objective Description

We will process "clean" salespersons applications within 5 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 83.7% during FY09.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of "clean" salespersons applications processed within 5 business days.

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

Measure Target Value: Date:

Measure Target Description: 99% by FY 2012

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

- Average amount of time spent by a support technician on processing an initial salesperson application

Measure Class: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: 29 minutes

Measure Target Value: Date:

Measure Target Description: Reduce time through upgrade of automation to 17 minutes.

Data Source and Calculation: Interviews/total time estimates and measures by technicians

- 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% in FY 2012

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: 2010-12 ▼

Service Area 3 of 3

Administrative Services (506 560 48)**Description**

This service area provides operational and logistical support to the agency to accomplish our mission and functional responsibilities. The service area focuses is on planning, coordination and guidance for the administration of agency policy and procedure, financial and budgetary management, staffing, information technology, and operational resources. The service area serves as a primary point of contact to the nineteen (19) member Board appointed by the Governor and to our business partners and general public.

This service area also will coordinate any proposed legislative changes, impact analysis, and legislative direction as it relates to agency statute responsibilities.

- Board Administration
 - Board Correspondence
 - Meeting Management

- Operations
 - Facilities
 - Legal
 - Staff
 - Inter agency Processing
 - Information Technology

Background Information**Mission Alignment and Authority**

- *Describe how this service supports the agency mission*

This service area supports the agency mission through analysis and refinements of business processes to meet target and performance goals . We accomplish these objectives through cross agency support for the overall management of administrative functions as outlined in the following strategic focus areas:

- Oversight of policy development, interpretation and implementation
- Financial and budgetary planning
- Cost management
- Forms and Supply Management
- Information Resources Management
- Facility (safety) and Operational Management
- Regulatory and Legislation Analysis
- Board Management and Administration

Each of these strategic focus areas include programs and projects, policies and directives, performance targets, and evaluation and assessment criteria aligned with the overall agency mission. These focus areas also support outside central state agencies requirements and objectives.

- *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 annuallyPotential annual
customers

Commonwealth of Virginia Motor Vehicle Consumer	Commonwealth of Virginia Motor Vehicle Consumer	6,000	6,500
Commonwealth of Virginia Motor Vehicle Dealer Community	Commonwealth of Virginia Motor Vehicle Dealer Community	21,000	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.

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	Provides criminal background screening for dealer and salesperson applicants to the Agency for review and evaluation and to those dealerships that use this vendor services.
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:*

Increase demand on service area resources to accomplish the VITA/NG Transformation Initiative and related complexity of security and contingency planning have challenged resources.

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 integrated system for headquarters and field staff. This single system, OnBoard will continue development work during FY10 and house all dealer and salesperson licensing data for staff use. We envision a complete 360 profile of a dealership including general licensing data on the dealership and salespersons for licensing processing and to assist customers. OnBoard will also provide central data point for dealership record of fields inspections, customer complaints, violations, hearings, scanned images (forms, correspondence) for staff. OnBoard will also eventually service data to our current web applications to promote more online access for the dealer community, consumers, and business partners while meet service area objectives.

Current economic and market downturns have placed demand on this service area to carefully monitor strategic focus areas and resources.

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

During this biennium planning period we anticipate this service area to continue to work with VITA/NG on Enterprise Transformation Initiatives. Agencies will be required to respond and work towards this Enterprise Initiative towards completion in this biennium as directed.

We anticipate more effort on business processes and work flow refinement through analysis. We will continue to streamline manual and automated work processes. We anticipate a fully integrated system (OnBoard) which will incorporate a 360 profile of dealer and salesperson data for agency use.

- *Listing of Products and/or Services*

- The administrative service area provides the structure for operating all agency service areas, core business functions, and business operations. Many of our services are requirements from state central agencies such as VITA (Virginia Information Technology Administration) to accomplish overall state mandates and Enterprise performance objectives. Services are performed on an ad hoc basis or annually and are coordinated with cross agency support when required. These services are integrated into the strategic focus areas included in this Service Area as follows:
- COOP planning - As directed by the Virginia Department of Emergency Management, Office of Emergency Preparedness and the Office of the Governor the agency has developed a continuity of operations plan for guidance in situations when mission critical operations may be temporarily out of service. Plan is evaluated along with an assessment score by VDEM and remediation and corrective actions plans are provided before finalized. An annual agency review along with plan submission is conducted and coordinated with VDEM and the Office of the Governor.
- IT resources planning and evaluation activities are coordinated in this service area. This service area serves as the primary agency information technology resource point of contact with VITA/NG on agency Transformation initiatives and overall Enterprise IT transformation objectives for the Commonwealth as mandated by the Office of the Governor. FY 09 and early FY10 the agency has completed desktop, and network transformation. Other VITA/NG mandates during this planning period include a comprehensive evaluation and listing of all applications known as CERT, Commonwealth Enterprise Technology Repository, IT security planning, telecommunications, and IT audit and reporting.
- SWaM (Small, Women and Minority Business) reporting and planning requirements. An annual SWaM plan is submitted which gives an overview of agency SWaM expenditures and vendor utilization. This plan is submitted to the Department of Minority Business Enterprises (DBME) annually which oversees the SWaM program.
- This service area manages the penalty assessment, suspension, revocation of licensure and/or certificate when necessary for dealers and salespersons assessed. System tracking and correspondence review is conducted and communicated to the dealers and salespersons when appropriate.
- This service area produces several financial reporting documents on agency revenue and expenditures, budget and strategic planning reporting as required by DPB, DOA. To accomplish these services, we utilize DMV and DPB resources to produce financial and budget reports as required.
- Coordinates with the Board, and other constituencies including the General Assembly any proposed legislation and regulations impacting the agency mission.
- The agency produces a Board Meeting Book which is a used for discussion at the Board meetings held six times a year in Richmond. The meeting book entails a comprehensive account of Board's activities in the areas of Licensing, Advertising, Dealer Practices, Transaction Recovery Fund, and other pertinent matters.
- This agency serves on several inter-agency councils and working groups. Our primary focus is to act as an advocate for small, special fund agencies which cover all operating expenses(self-sufficient).
- This service area is responsible for all bill payments to outside agencies, vendors and contractual services.
- This service area is responsible for HR management activities to include leave reporting, performance evaluations, other staffing requirements.

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 2011		FY 2012	
	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, 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

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
Wage	0
Contract Employees	0
Total Human Resource Level	5.0

breakout of Current Employment Level

= 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**

Cross Training of staff cy will begin cross-training support staff members. 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 automotive consumer and dealer community.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of administrative measures marked as "meets expectations" (green indicator) for the agency

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

Measure Target Value: Date:

Measure Target Description: 100% in FY 2012

Data Source and Calculation: The agency is required to report on a variety of administrative measures in the categories of financial management, human resources, procurement, information technology, and emergency preparedness.