## Audit Committee Minutes March 29, 2017



#### TENNESSEE DEPARTMENT OF COMMERCE AND INSURANCE DIVISION OF REGULATORY BOARDS MOTOR VEHICLE COMMISSION 500 JAMES ROBERTSON PARKWAY, 2ND FLOOR NASHVILLE, TENNESSEE 37243-1153 FAX (615) 741-0651 (615) 741-2711

#### TENNESSEE MOTOR VEHICLE COMMISSION MINUTES

#### AUDIT COMMITTEE

- **DATE:** March 29, 2017
- PLACE: Davy Crockett Tower Conference Room 1-B 500 James Robertson Parkway Nashville, Tennessee
- PRESENT: Audit Committee Members: Joe Clayton, Chair Eddie Roberts Don Parr Debbie Melton

#### **ABSENT:**

CALL TO ORDER: Audit Committee Chair, Joe Clayton, called the meeting to order.

Executive Director, Paula J. Shaw, read the orientation and meeting notice.

#### **ORIENTATION**

This effort has been undertaken to provide this body with the information needed to enable the Commission to prepare for sound fiscal oversight and operational planning in compliance in accordance with the requirements of "The Tennessee Audit Committee Act of 2005." Assistant Commissioner Carter Lawrence and Regulatory Boards Fiscal Director Bill Huddleston are available to present the financial outlook and to respond to questions. Members of the Commission staff are also available, and include Barry Whitson, Administrative Manager of Licensing; Jason Gilliam, Reg boards Administrative Assistant 3 over compliance and Support Services and me, Paula Shaw, Executive Director. This Audit Committee is being Chaired by commissioner Joe Clayton. The committee members are Commissioner Debbie Melton, Commissioner Don Parr and Chairman Eddie Roberts serving At-Large. I will be providing an orientation of the financial fiscal cycle for the Commission to better prepare you for the upcoming discussion. The Motor Vehicle Commission is one of approximately 27 Regulatory Boards within the Department of Commerce and Insurance. The state fiscal year begins July 1st and ends June 30<sup>th</sup>. The Motor Vehicle Commission is a Regulatory Board. State law requires that all regulatory boards be self-supporting, meaning no tax dollars are used for the operation of the Commission. The Commission is supported by licensing fees. Since Motor Vehicle Licenses are renewed on a two year cycle, "self-sufficiency" is based on a two year fiscal cycle. Any time a regulatory board goes into the "red" for two consecutive years it triggers and automatic "sunset audit." Regulatory boards are required by statute to do two (1) Meet their statutory purpose and (2) to be self-sustaining to avoid being things: "sunset," or being abolished. June 30<sup>th</sup>, 2017 marks the second year of the Commission's two year licensing cycle. July 1, 2017 will mark the beginning of the next two year cycle. Most MVC license types renew across a staggered two year cycle. Those license types include dealers, dismantlers, and salespersons. Manufactures, Auctions and Representatives, however, renew on a fixed schedule in May and June of the odd years of the cycle. Thus, the odd year of each two-year cycle generates higher revenues and creates a fluctuating revenue cycle. (A table of these license types has been provided for your reference.) Except for salesperson applications, licensing fees were doubled in 2011. Typical revenues for the even year average \$1.7 annually. The odd year of the cycle averages just over \$ 2.1m. FY16 fiscal year close projections indicate that \$584,000 will be generated during May and June renewals for the Manufacturer, Auctions and Representative renewals. The FY16 year-end close for the Motor Vehicle Commission's on June 30<sup>th</sup> is projected to be approximately \$2.1m total revenues and just over in \$2m expenditures.

The total operational budget for the Motor Vehicle is divided into two distinct groups:

- (1) The "Work Plan," which funds the day-to-day operation of the Commission office and salaries for (8) staff members, including licensing specialist, a compliance coordinator and the Executive Director. One (1) permanent and one (1) temporary position are currently vacant. The Executive Director is responsible for managing this portion of the budget. The projected year-end close for this portion of the budget is \$642,000, well under the \$749,200 budgeted.
- (2) "Cost Backs," which constitute, the remaining portion of the budget are divided into (5) five subcategories; Departmental Administrative, Legal, Investigations, Field Enforcement, and the Customer Service Center. One remaining category, Centralized Complaints, is planned for future implementation. The cost associated with this item unknown and has not yet been incurred. This portion of the budget is managed by Regulatory Boards management and supports Regulatory Boards operating expenses.
- (3) The State Regulatory Fee is a \$5 per year per license issued for departmental indirect cost.

#### **Benchmarks and Performance Metrics**

The Commission is measured on three primary performance indicators or benchmarks: (1) Licensing, (2) Complaints, (3) Customer Service. Online Services became available for some license types in December 2016. All transaction types are anticipated to be available online by December 31, 2017. We are seeing positive adoption rates and customer satisfaction responses especially in the areas of online renewals and annual sales reporting. **Licensing:** The Commission currently receives the second highest volume of license applications at (746) per month and completes licensure within and average of (6) days of receipt. The monthly benchmark to meet is 22.8 days for dealers and 7.45 days for

Salespersons. Dealer applications are completed on average within 12 days and salespersons within 1.4 days. The Commission is exceeding this metric.

**Complaints:** The Commission currently has highest volume of cases at 700 of all Regulatory Boards. The benchmark is resolution or authorization for formal hearing of 85-95% within 180 days of receipt. The Commission is currently exceeding this metric as 97.3%.

**Customer Service:** The Customer Service benchmark to meet for call hold times is (2) two minutes with a customer service rating of 90%. The Motor Vehicle Commission is exceeding the benchmarks at 49 seconds. At the last performance cycle the satisfaction rating was 100%.

Mr. Chairman that concludes the orientation portion of this meeting and prepares us to being the working portion of the agenda.

Chairman Clayton requested Roll Call

#### ROLL CALL

Chairman Eddie Roberts Commissioner Joe Clayton Commissioner Don Parr Commissioner Debbie Melton

#### **ALL PRESENT**

At this time, Executive Director Shaw turned the meeting over to Assistant Commissioner of Regulatory Boards, Carter Lawrence.

Assistant Commissioner Lawrence indicated to the Commission that he was willing to answer any questions regarding the finances of the Motor Vehicle Commission, and turned it back over to the Commission for any questions they had regarding the fiscal oversight of the Commission.

Chairman Roberts indicated since the Commission was not yet at the end of the Fiscal Year 2016, asked if it was possible to extrapolate what might be the result of the end of the Fiscal Year. Assistant Commissioner Lawrence answered in the affirmative, indicating that looking back historically, the even years are the lower revenue generators, whereas the odd years are the higher revenue generator. Assistant Commissioner Lawrence conveyed that since we are in the high cycle, it could be said, broadly, that this would be one of the higher years and then specifically looking forward to May and June, several professions which renew during those months would raise those revenues at the end of the Fiscal Year.

Commissioner Lawrence then turned the meeting over to Bill Huddleston.

Mr. Huddleston started off by indicating that every year, generally, about half the expenditures in Regulatory Boards are allocated through costbacks, which is about six and one half million dollars. The other six and one half million are program-specific, which is directly charged to each program. Mr. Huddleston indicated there were 24 programs in Regulatory Boards, so it is across a "wide spectrum" of programs.

He indicated since he'd been in his position, each of those administrative costbacks, legal costbacks, investigation costbacks, field enforcement, and customer service center costbacks, he has tried to break those out into several cost centers, several cost pools, and they are allocated out based on usage. Historically, the administrative costbacks for Motor Vehicles is 11% of the administrative costs of Reg Boards. Field Enforcement is trending around 47% of those costs, Investigations is about 50% of those costs, and Customer Service is trending around 3% of those costs. Projections indicate that legal is trending about the same as last year, and he indicated when he worked through that methodology, he came up with between 2 million and 2,050,000 for expenditures. Based on revenue from the past 4 years, each of those odd years we receive about 2.2 million dollars and even years about 1.7 million dollars. He expects this fiscal year to have a surplus of approximately \$100,000.

Commissioner Melton asked if the reserve was based on a formula and asked how it was calculated. Mr. Huddleston stated that it was internally allocated and tracked, with the year's surplus being added to the reserve.

## After much discussion, the Committee moved to costbacks incurred by the Commission for Field Enforcement and Investigations.

Assistant Commissioner Lawrence stated it was difficult to talk about the same ratios going forward. He indicated during the last fiscal year Motor V used about 35% of total field enforcement hours, and YTD, Motor V is using 47%. According to Commissioner Lawrence, the usage of this service has increased. Assistant Commissioner Lawrence indicated they couldn't look forward 3 years they could do beyond the historical context of where we've been in the past, and couldn't give a valuable projection looking forward.

Chairman Roberts asked why there was an increase in field enforcement hours, yet a drop in licensees. Assistant Commissioner Lawrence indicated there were more drive-by requests that were generated by consumers, and of those drive-by requests, 75% generated additional field enforcement actions.

Commissioner Melton asked if the 12% increase was mostly due to the drive-by requests. Assistant Commissioner Lawrence indicated that there was another component that added to the increase, which were out of area assignments.

Of 24 Regulatory Agencies, Assistant Commissioner Lawrence indicated they do not all have the same costback model.

### After some discussion, the Committee questioned the statutory requirements of investigations and inspections.

Chairman Roberts asked if Motor V was required by statute to do investigations on dealers. Attorney Glandorf conveyed there was a statute that required the director of the regulatory boards division hire sufficient persons to do investigations. He went on to say that investigations were requested through legal because investigations should be protected because of their outcomes. He also went on to say that they also do investigations for other programs, however, some of those don't require investigations. He stated part of the reason that the Motor Vehicle Commission generated more investigations is because complaints received by the Motor Vehicle Commission often times lack the substance that legal needs in order to provide a recommendation to the Commission. Chairman Roberts stated he thought the complaints would be more technical, in nature. Commissioner Melton asked if all the boards used the same pool. Attorney Glandorf indicated there are programs who have their own staff who can do their own investigations. Mr. Glandorf gave an example of the Accountancy Board having their own investigation staff because of the complicated nature of some of the investigations which have to be conducted for the Accountancy Board. Chairman Roberts asked if Accountancy had their own investigators, and Mr. Glandorf stated they did.

Assistant Commissioner Lawrence indicated that field enforcement was not a subcontractor, but part of Regulatory Boards staff. Chairman Roberts asked Assistant Commissioner Lawrence how one coordinates inspections, and how one keeps from inspecting too many times and not enough. Assistant Commissioner Lawrence indicated that the Director of Field Enforcement, James Olguin, keeps track of that. Assistant Commissioner Lawrence offered to provide that process to the Commission.

Chairman Roberts stated his view was if MVC had their own Field Investigators and Enforcement, that the overall cost would be better and get a better product, and he hadn't heard anyone on staff say this, but that if we had our own field investigators who communicated directly back to the office, instead of going through legal, because every time it went to legal it would be billed. Mr. Huddleston asked the Commission to keep in mind that it would be direct payroll then, so as you are comparing the payroll would go up but the costbacks would go down. Chairman Roberts indicated that our costbacks were bigger than our payroll, by a large margin.

Commissioner Parr asked if these expenses were anything the audit committee was supposed to have control over. He asked if that had already been decided by someone else where the Commission has no control over it. Assistant Commissioner Lawrence answered in the affirmative.

### After further discussion, the Committee questioned the role the legal department plays in regards to expenditures for the Commission.

Chairman Roberts asked how many attorneys were assigned to the MVC. Mr. Glandorf stated that there were no full time attorneys assigned to the MVC, currently. Mr. Glandorf stated there were three attorneys working on behalf of the MVC. Chairman Roberts asked if there were enough cases to justify a full time attorney for the MVC. Mr. Glandorf stated there has always been enough work for an attorney to do for the MVC, however, the model that legal has set up one attorney has not been allocated to one program, they are allocated to multiple programs. Mr. Glandorf went on to say historically, until about 6 months ago, a board attorney did the board work, rule making, legal reports and you would have a separate attorney who would do litigation for the program. Legal changed the model to provide multiple services because oftentimes legal ran into the issue of attorneys leaving the Department and they had a gap to fill and don't have an experienced attorney for that board or program. Now, multiple attorneys are familiar with the laws and rules of each program and that is part of their internal system to make sure there is no drop in legal services. In the past, that has happened, and Mr. Glandorf stated it was a burden to him to have to pick up the program with everything and move it forward along with his other duties. He also stated legal has never been able to find attorneys who specialize in Motor Vehicle Commission law.

Executive Director Shaw posed a question as to whether the Commission had the statutory authority to hire an attorney. Mr. Glandorf stated he didn't think that The Commission had that authority. Director Shaw indicated she could be mistaken. Commissioner Parr asked why staff would want to do that, and whether it would save money. Ms. Shaw answered that it might be a way to vet that to reduce costs, and was an angle to look at. Commissioner Parr stated that someone must have come up with this plan because they thought this was the best way to do it. Commissioner Melton asked how long it had been since the MVC had their own investigators. Chairman Roberts stated it had been many years, and Director Shaw agreed it may have been a decade. Assistant Commissioner Lawrence, to Mr. Parr's point, stated his understanding of the logic was that the department was generating efficiencies through these models. He went on to say that the takeaway last year being in the red was an anomaly from the change over to the new process of allocating the resources, and that the MVC would finish in the black this year, so there would not be that legislative sunset hearing. He said he would take it back to the projections are the MVC would be in the black looking at all the historic analyses and would not require a sunset hearing.

Commissioner Parr indicated it sounded like the MVC wasn't paying their fair share in prior years, because all investigations or the biggest part were done for the MVC. Bill Huddleston stated that the year he had pointed out where \$900,000 was banked for the MVC, the formula used for allocations that year was more general, and that every program paid for something.

Chairman Roberts stated that until a study was done, he didn't know if they have direction. Commissioner Melton stated that part of their frustration is that the Commission has no control over costbacks, but that the Commission is being held accountable for them. Bill Huddleston stated that he wanted to assuage any concerns by being clear that one board is not being treated differently than the other, and that the methodology used for administrative costbacks is applied to every program the same, and he understands that didn't answer the control question, but that wanted to be clear it's the same formula and that every program is treated in the same fashion.

Chairman of the Audit Committee, Joe Clayton, asked Executive Director Shaw if there was anything to add. Ms. Shaw stated that she thought there were some good folks working in the field and didn't want to disparage them in any way. She stated that just like the Committee, she would have to look at the numbers and what could be done with the same amount of money, and the study would be the best route to vet that out. She stated it was not to take anything away from those who were currently performing the task, but when you look at what the bottom dollar is, it's a fair and just request to determine what the comparison would be.

Commissioner Clayton asked if the procedure for complaints which are not complaints could be changed. Ms. Shaw indicated that legal would need to be consulted to determine what that would look like and still be in compliance with the legal requirement and have the same protections for the Commission that are currently in place. She stated a lot of the functions were centralized, and that it was being looked at in for an efficiency standpoint.

Chairman Roberts made a motion to request staff do a study of what the budget would be bringing an adequate number of personnel (for inspections, legal and investigations), seconded by Commissioner Melton. Chairman Clayton called for a roll call vote:

#### **ROLL CALL VOTE**

EDDIE ROBERTS	YES
JOE CLAYTON	YES
<b>DEBBIE MELTON</b>	YES
DON PARR	YES

Chairman Roberts asked as a matter of procedure to approve the report that staff provided to the Audit Committee.

## NEW BUSINESS NONE

#### **OLD BUSINESS** NONE

**MEETING ADJOURNED** 

Minutes ApprovedDate
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For Fiscal Years 2013 - 2016	FY12-13	FY13-14	FY14-15	FY15-16
EXPENDITURES BY OBJECT	MOTOR V	MOTOR V	MOTOR V	MOTOR V
Regular Salaries and Wages (70100)	\$ 279,794	\$ 283,705	\$ 426,769	\$ 263,985
Longevity (70102)	13,400	14,300	14,000	6,800
Overtime (70104)		-	201	-
Employee Benefits (702)	151,224	150,503	222,765	136,647
Payroll Expenditures	444,418	448,508	663,735	407,431
Travel (703)	9,250	10,089	12,826	9,788
Printing, Duplicating & Film Proc. (704)	13		19	16
Utilities and Fuel (705)	-	(m)	-	
Communications & Shipping (706)	23,976	23,362	23,538	16,759
Maint., Repairs and Svcs by Others (707)	×.	Ę	8	Ē
Third Party Prof. & Admin. Svcs (708)	2,153	3,575	9,645	102,084
Supplies and Office Furniture (709)	1,776	2,508	5,081	2,822
Rentals and Insurance (710)	1,614	1,614	1,211	*
Motor Vehicle Operation (711)	-	.,	-,	22 22
Awards and Indemnities (712)	-	-		
Grants and Subsidies (713)	-	-	-	-
Unclassified Expenses (714)	-			
Training of State Employees (721)	435		-	150
Computer Related Items (722)	879	1,030	2,039	
State Prof. Svcs. (725)	52,433	65,939	71,880	
Total Other Expenditures	-		126,239	
GRAND TOTAL	536,948	556,625	789,973	606,043
Cost Backs:				. ERSERACION
Administration	329,404	324,090	520,529	352,433
Investigation	377,433	429,213	323,342	395,258
Legal	122,998	174,567	-	312,897
Field Enforcement	-	-	-	327,414
Customer Service Center		) 🔅	in	9,337
Total Cost Backs	829,835	927,870	843,871	1,397,339
TOTAL EXPENDITURES	1,366,784	1,484,495	1,633,844	2,003,382
Licensing Revenue	2,071,353	1,704,278		
Case and Complaint Revenue	362,050			
Less: State Regulatory Fee	137,240			
Net Revenue	2,296,163	1,766,951	2,252,415	1,738,038
FISCAL YEAR BALANCE	929,379	282,456	618,571	(265,344
PRIOR FISCAL YEAR RESERVE	528,929	1,458,308	1,621,446	5 2,240,017
RESERVE BALANCE	1,458,308	3 1,740,764	2,240,017	7 1,974,673
CORE Expense		119,318	3.	-
RESERVE BALANCE AFTER CORE EXPENSE	1,458,308	3 1,621,446	5 2,240,017	7 1,974,673

## MVC

# SURPLUS/DEFICIT

## JUL 2016 FISCAL YEAR BEGINS:

JUL-16 AUG-16 SEP-16 OCT-16 NOV-16 DEC-16 JAN-17 FEB-17 MAR-17 APR-17 MAY-17 JUN-17 YEARLY

MVC Revenues IKEND		A REAL PROPERTY AND A REAL
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	<b>MVC Expenses</b>	TREND							1	1
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Net Surplus / Deficit

## Historical Trend Licensing

\$ 1,019,018 \$ 941,324	\$ 2,003,382 \$ 1,633,844
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\$ 161,972 \$ 143,433 \$ 137,418 \$ 154,003 \$ 136,463 \$ 136,158 \$ 149,573 \$ 154,849 \$ 129,641 \$ 125,779 \$ 146,798 \$ 110,982 \$ 135,089 \$ 138,188	
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Licensing & Case Revenue FY 2016 FY 2015	Expenditures

Notes: 1) NMVTIS Fee Callected as of January 31, 2017 totals \$17,500. This amount is recorded in Licensing revenue, therefore the amount listed above should be reduced by \$17,500 reducing YTD revenue to \$989,459.

2) Due to the two year licensing cycle for Motor Vehicle Auctions, Manufacturers/Distributors, RV Manufacturers/Distributors and Representatives, the Mator Vehicle Commission licensing revenue should be expected to increase during odd numbered fiscal years.

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#### LICENSING METRICS (APPLICATIONS RECEIVED AND LICENSURE TIME)



According to metric information provided by the Department, the Motor Vehicle Commission receives the second highest volume of applications (746) and completes licensure within six (6) days of receipt of application, on average. Metrics for licensure completion for dealers is 22.8 days. June Brown is completing licensure in 12 days. Metrics for licensure completion for a salesperson is 7.45 days. Tim McCoy is completing these within 1.4 days.

#### LICENSING TREND FOR THE PAST 3 YEARS

	2015	2016	2017 (YTD)
DEALERS	3747	3722	3792
AUCTIONS	28	32	33
MANUFACTURERS	121	131	132
SALESPERSON	15,991	16,208	16,800
REPRESENTATIVE	479	573	618
DISMANTLER/RECYCLER	298	273	271
RV DEALERS	28	28	31
RV MANUFACTURERS	59	59	61

Satisfaction 30 Days (Voice)



#### SUPPORT SERVICES STAFF/CUSTOMER SERVICE

Motor Vehicle Average wait time is 49 seconds. The Industry standard is 2 minutes. The graph shown is Voice Call Satisfaction from the past 30 days.

←MVC

#### **CURRENT & HISTORICAL MVC COMPLAINT TRENDS**

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#### TOTAL NUMBER OF COMPLAINTS (FISCAL YEAR)

2013 - 529

2014 - 532

2015 – 649

2016 – 589 (YTD) (Projections for complaints by the end of FY would be approximately 700)

On average, the MVC is responsible for opening 180 complaints every quarter, which translates to around 50 complaints per month.

#### **MVC CFG METRICS**

Profession Name	Profession	February 28, 2017 Case Count	February 28, 2017 On Time Count	Percentage On Time	January 31, 2017 Case Count	January 31, 2017 On Time Count	Prior Month Percentage On Time
MVC	2701 Count	671	653	97.32%	605	591	97.69%
MVC	2702 Count	5	5	100.00%	5	5	100.00%
MVC	2703 Count	1	1	100.00%	1	1	100.00%
MVC	2704 Count	11	11	100.00%	11	11	100.00%
MVC	2706 Count	11	10	90.91%	7	7	100.00%
MVC	2767 Count	0	0	#DIV/01	0	0	#DIV/01
MVC	2708 Count	1	1	100.00%	1	1	100.00%
MVC Total		700	681	97.29%	630	616	97.78%

The above table indicates the MVC metrics for case count. The Motor Vehicle Commission Compliance Program has consistently exceeded goals set by the Department in regards to taking action on complaints prior to 180 days.

#### **CIVIL PENALTY REVENUE**

2013 - \$362,050 2014 - \$206,403 2015 - \$349,188 2016 - \$217,949 (**YTD**) (Projected to be \$278,067 by the end of the FY)

#### **TOP 5 COMPLAINTS**

- 1. TEMPORARY TAG VIOLATIONS
- 2. EXPIRED COUNTY/CITY BUSINESS LICENSES
- 3. UNLICENSED ACTIVITY
- 4. DECEPTIVE ACTS
- 5. OPEN TITLES