

SAN DIEGO

FALL 2021

dealer



**NCDA Introduces
Revolutionary New
Member Benefit –
SanDiegoDRIVES.com**

FERRUZZO



Ferruzzo & Ferruzzo, LLP began providing legal representation to new car and truck dealers nearly four decades ago. Over the course of that time, one of the central goals of the firm has been to remain rooted in our client relationships. With the strength of over 20 attorneys, we provide a spectrum of legal services to support every aspect of running and owning your new car and/or truck dealership. Each member of our team is available to service the needs of you and your dealership.

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- Consumer claims regarding the sale/lease of autos
- Manufacturer audit disputes
- Hearings before the AQMD, RWQC and OSHA

Real Estate

- Dealership site acquisitions and lease agreements
- Lender opinion letters
- Relocations

Employment Practices

- Arbitration agreements
- Wage and hour class action lawsuits
- Private Attorneys General Act (PAGA) claims

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-Craig Whetter, President, David Wilson Automotive Group (relationship since 1983)



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View this QR code with your
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CHAIRMAN'S LETTER Vincent Castro

No one could have predicted nearly two years ago that an impending global pandemic would impact our lives and businesses so profoundly. On the business front, dealers have had to adapt to new operational requirements quickly and make challenging decisions on a regular basis. Fortunately, our New Car Dealers Association (NCDA) was able to provide timely and essential guidance to help dealers comply with ever-changing regulations and protocols throughout the pandemic. And while our lives haven't fully returned to a pre-pandemic normal, the light at the end of the tunnel gets brighter as vaccination rates continue to improve and COVID-19 infections decline.

Even during a pandemic, we've been reminded how important it is that we engage our legislators to ensure our interests are considered in Sacramento and at the county and city levels. The NCDA, in cooperation with the California New Car Dealers Association (CNCDA), has continued to represent franchised new-car dealers at the state level, particularly as legislation that challenges franchise laws emerges. To enhance the impact of these efforts, dealers may be called on to reach out to legislators directly to express their thoughts and concerns. And one of the best ways to do this is during CNCDA's annual Dealer Day event, which includes a policy briefing, guest legislators and a valuable opportunity to meet with your

representatives to encourage their support of issues that will impact new car dealers. Look for information about the 2022 edition of Dealer Day in the coming weeks.

An unfortunate repeat casualty of the coronavirus pandemic was the 2022 San Diego International Show. For the second year in a row, the NCDA was forced to cancel our most important event due to ongoing COVID-19 health and logistical challenges. This is particularly disappointing as the auto show remains the most effective tool we have to bolster showroom traffic, generate valuable sales leads, influence purchase decisions and dominate local media coverage with news stories promoting the latest and greatest new vehicles available at our stores. In addition, the auto show provides the resources necessary for the NCDA to offer dealers the valuable benefits we enjoy all year long. As such, it's vitally important that San Diego County's new car dealers support the auto show to ensure our collective success moving forward.

As we approach the end of 2021, I remain committed and excited to work with my fellow board members to help improve our economy, enhance franchise protections and prosper together. I am honored to be of service to my dealer counterparts and welcome your feedback or questions at any time. 



The Dealer's Cloud-Native DMS



BREAK FREE

With A Cloud-Native DMS

Built on decades of experience serving dealerships, the new cloud-native VUE DMS provides the security, flexibility, and efficiency that dealers need to deliver a superior experience, reduce costs and take back control of your business.

Visit VUEDMS.com/NCDA-SanDiego or call [877.421.1040](tel:877.421.1040) to learn how you can break free with a dealer-focused DMS.

2022 **NADASHOW**

Las Vegas

EDUCATION & EVENTS March 10-13

EXPO March 11-13

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Welcome Kickoff Reception at Allegiant Stadium, featuring Train

Enjoy the Grammy Award-winning band as they perform at an epic, tailgate-style celebration in this brand-new, state-of-the-art football stadium!



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Engage in face-to-face business at the Expo, with the latest products and services.



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Discover the best tools and solutions to bolster your business—from top industry experts.



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Learn all about future-focused leadership from well-known speakers.



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DMVdesk is built with your dealership's security and compliance in mind

DMV COMPLIANCE

- Run inquiries (KSR, NMVTIS and more)
- Create and print Temp Tags and Reports of Sale
- Offer customers free vehicle registration renewal reminders with Vitu Driver
- Finalize and submit eFile transactions electronically
- Prepare and mail bundles to Vitu for auditing
- Send errors to SPU for processing

Takes the stress off of your staff

Translates into real Cost Savings!

AWARD-WINNING SUPPORT

- Answers support calls 24/7
- Chats and shares screens during business hours
- Regularly checks in with your dealership
- Works with you to minimize errors and penalties
- Analyzes and corrects DMS Fees
- Audits each deal for accuracy and compliance
- Scans deals for easy access in DMVdesk
- Sends audited bundles to DMV
- Mails plates, registration and stickers directly to your customers
- National title & registration takes care of your out-of-state buyers

Positively impacts your CSI scores!

vitu

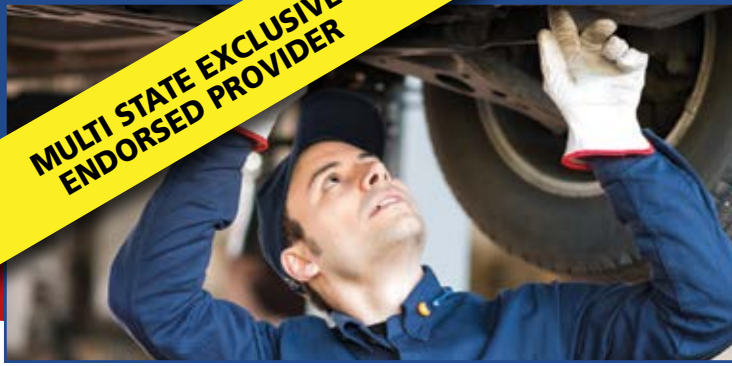
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CALIFORNIA

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Retail Warranty Reimbursement.

Better Bottom Line.

WE ARE YOUR BEST CHOICE...

Top 8 reasons Bellavia Blatt should handle your submission for Retail Warranty Reimbursement

1 NATIONAL EXPERTISE

Leonard Bellavia and Steven Blatt have represented auto dealers across the nation for over 33 years and the firm is regarded as the pre-eminent authority for obtaining retail warranty parts and labor reimbursement in 48 states.

2 RESULTS

Bellavia Blatt has successfully handled several thousand retail submissions on behalf of dealers for the past fifteen years. And because of this unmatched experience, our results yield the highest possible increases on warranty parts and labor.

3 KNOWLEDGE

We carefully analyze your data, retail repair orders and trends to ensure your warranty reimbursement on both parts and labor is maximized. We know everything there is to know about your state law, as well as your manufacturer's policy and procedure.

4 LEGAL STRATEGIES

Our team of attorneys collaborate to identify optimum markup yields and legal strategies to ensure you receive the highest possible retail reimbursement.

5 EARNINGS

Our average dealership client has realized \$15,000 to \$20,000 in additional profits per month. We will show you how to maximize your dealership's blue sky value.

6 REPUTATION

Bellavia Blatt is recommended by state dealer associations, CPAs and attorneys nationwide. We are widely regarded as the industry leader when it comes to obtaining retail warranty reimbursement for parts and labor.

7 LAW FIRM ADVANTAGE

We offer a low flat fee and never charge a contingency. Our fees are much lower than "consultants" who take a percentage of your increases. As a law firm, we are held to the highest standards and have more resources and options available for favorable outcomes.

8 HASSLE FREE!

Our solution is turnkey. Our staff of analysts and attorneys do all of the work for you. As we submit on your letterhead, your manufacturer will not know that you have retained us, but we are there every step of the way.



Retail Warranty
REIMBURSEMENT

POWERED BY
BELLAVIA BLATT, PC



THE PIONEERS IN RETAIL WARRANTY REIMBURSEMENT

For more information, please reach us at info@DealerLaw.com, visit DealerLaw.com/warranty or call 516-873-3000

WHAT OUR CALIFORNIA DEALER CLIENTS SAY:

- ▶ Bellavia Blatt was incredibly helpful with the Warranty and Labor Increase process. They have assisted McKenna with 8 Warranty Labor Rate increases and 5 Warranty Parts increases. Each time they amaze me with how simple the process is and the substantial increase they are able to obtain for our Parts and Service Departments. The flat rate fee is reasonable, and the Team at Bellavia Blatt are professional and easy to work with!! Thank you from the Team at McKenna.

CINDY PIRTLE

McKenna Auto Group
Fixed Operations Director
Norwalk, South Bay, and Huntington Beach, California

- ▶ Ken did a great job. We are pleased with the results.

GEORGE HAY

Jim Burke Ford Lincoln
VP General Manager at the Automall
Bakersfield, California

- ▶ Bellavia Blatt and team did a great job assisting our dealership group in obtaining an increase in our warranty labor rate and parts mark up. They were professional and thorough in helping us navigate through the process and working with the manufacturer should any discrepancies arise! I highly recommend Bellavia Blatt for your warranty and parts analysis and submission!

ERNIE CAMPORA

Stead Automotive Group
Walnut Creek Ford
Walnut Creek, California

- ▶ We are very pleased with the work performed by Bellavia Blatt. We received the maximum parts and labor rate possible and the fees were very reasonable (substantially less than Armatus).

DARREN ANDERSON

Lehmer's Concord Buick GMC
Concord, California

- ▶ Once again Bellavia Blatt has gone above and beyond to help us increase our Warranty gross profit. "We are so happy that we chose Bellavia Blatt to submit for our California AB179 increase. Gary did an amazing job and got us approved in less than a day with a huge increase in our rate!" Thanks again for all the help!

MATT CLANCY

Team Nissan
Parts & Service Director
Oxnard, California



Retail Warranty
REIMBURSEMENT

POWERED BY
BELLAVIA BLATT, PC



kada

THE PIONEERS IN RETAIL WARRANTY REIMBURSEMENT

NCDA Introduces Revolutionary New Member Benefit – **SanDiegoDRIVES.com**



Your NCDA staff and Board of Directors have been working for more than a year with the San Diego Union-Tribune to create San Diego DRIVES, an exciting new digital platform that will transform how you buy used cars from private parties and sell new and used vehicles to retail customers. This new platform, available only to NCDA members, will enable San Diego County's new car dealers to capture a much larger percentage of private party vehicle acquisitions and make it effortless for consumers to search new and pre-owned vehicle inventories. And best of all, NCDA members can join the platform for FREE. There are no subscription fees, and dealers only pay a flat \$300 for each vehicle purchased using the platform.

San Diego DRIVES will make it easy for private party owners to fill out a simple form and condition report from the comfort of their homes – on desktop or mobile – and within 24 hours select their winning bid from those submitted by participating new car dealers. After that, they decide when to drop off their car and receive the agreed-upon payment. It's that simple.

Unlike other car-buying/selling sites, San Diego DRIVES allows car owners to place their vehicles in front of more than 100 dealers at one time. The site will also feature new and used car inventories from all San Diego County new car dealers, making the experience of shopping from home for a new or used car a simple and hassle-free task. Your inventory is automatically included unless you opt out (email Drives@SDUnionTribune.com to opt out).

San Diego DRIVES will be supported by a comprehensive marketing campaign consisting of TV, radio, digital and print advertising.

San Diego DRIVES IN PARTNERSHIP WITH
NEW CAR DEALERS ASSOCIATION
SAN DIEGO COUNTY

SEARCH NOW!

New & Used ▾ Body Style ▾ Make ▾
Year ▾ Location ▾

NEW AND USED CARS FOR SALE IN SAN DIEGO

Sell your vehicle at auction

Have up to 100 San Diego dealers compete to buy your car at auction. You'll get the highest bid within 24 hours. Why go to one dealer, when 100 can compete in one location?

Find a dealership

Use the most complete dealership index and map in San Diego County to find a dealer in your area.

Exclusive auto auction for members of the New Car Dealers Association San Diego County

POST
Customers post vehicles to sell on SanDiegoDrives.com

BID
NCDA members bid on posted vehicles within a private auction

WIN
Dealers increase their used vehicle inventory and buyer leads

Auction fees: Transparent \$300 transaction fee.
Inventory feed of new and used vehicles: **FREE**. Sponsored by NCDA.

The San Diego Union-Tribune | **San Diego DRIVES** | IN PARTNERSHIP WITH NEW CAR DEALERS ASSOCIATION SAN DIEGO COUNTY

Best Dealerships in San Diego

PENNS Penske Rental 619-474-8000	PENSKE Ford La Mesa 619-460-9000	Mercedes-Benz of San Diego 619-588-8000	WHEELS Wheels San Diego 619-488-2000
Kearny Mesa Kearny Mesa Chevrolet 619-588-8000	MISSION BAY A VISA BANC BRANCH Mission Bay Chevrolet 619-274-6171	BU CAJON BU CAJON BUICK GMC 619-588-2000	VOLVO Volvo Cars Carlsbad 760-921-7000
LEGANT LAND LEGANT LAND KIA SAN DIEGO 619-517-4100	CV Honda Civic Civic Honda 619-424-2000	MOSSY FORD MOSSY FORD PACIFIC BEACH 619-424-2000	INFINITI KEARNEY MESA INFINITI 619-517-1700
MOSSY Honda LEMON GROVE 619-461-2000	Kia Call Kia 619-474-9401	MOSSY NISSAN Nissan Nissan Nissan 619-588-8000	SALE OF SALE OF SAN DIEGO 619-461-8000
MOSSY	MOSSY	MOSSY	DERRY

New Cars for sale in San Diego

6486 cars matches. Type Year

2023 Audi Q7 Call us 760-428-5400	2022 Subaru Impreza Call us 800-814-6025	2020 Ford F-550 Call us 619-270-8000	2022 Toyota Corolla Cross Call us 619-270-8000
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Used Cars for sale in San Diego

4274 cars matches. Type Year

2019 Kia Forte Call us 619-270-8000	2018 Mercedes-Benz C-Class Call us 619-270-8000	2019 Buick Encore Call us 619-588-8000	2014 Lexus GX Call us 619-588-8000
CLICK HERE \$23,990	CLICK HERE \$38,288	CLICK HERE \$21,998	CLICK HERE \$36,000

Use the QR code to download a deck that outlines how to get started. Look for more details coming your way over the next few weeks from us and the Union-Tribune.

Sign up today and get ready to begin bidding when the site launches Monday, Nov. 29. Use the QR code to download a deck that outlines how to get started. Look for more details coming your way over the next few weeks from us and the Union-Tribune.



If you have questions, please contact Tammy Chung at 619-517-4038 or Drives@SDUnionTribune.com.

How to Handle OSHA Investigations

Following a COVID-19 Complaint



As of April 17, 2020, Cal/OSHA had received over 1,500 complaints about employers who allegedly failed to provide proper protection during the ongoing pandemic related to the COVID-19 crisis. OSHA's investigative powers are limited in its ability to fully investigate all these complaints. Cal-OSHA Reporter noted that in the first quarter of 2019, OSHA had investigated only 488 complaints. For 2020, the number of investigations will likely increase.

WHAT IS OSHA LOOKING FOR: The regulations that allow OSHA to investigate COVID-19 related complaints at auto dealerships are as follows:

Personal Protective Equipment: Personal Protective Equipment (PPE) requires using gloves, eye and face protection, and respiratory protection when job hazards warrant it. When respirators are necessary to protect workers, employers must implement a comprehensive respiratory protection program in accordance with the Respiratory Protection standard. Compliance requires an

assessment of hazards and then proving proper PPE that addresses those hazards. PPE must be provided at no cost and employees provided with training in proper usage.

Hazard Communication Program: Employers must also protect their workers from exposure to hazardous chemicals used for cleaning and disinfection. Employers should be aware that common sanitizers and sterilizers could contain hazardous chemicals. Where workers are exposed to hazardous chemicals, employers must comply with this standard. Requirements include a written program, providing SDS, proper labels on containers and training on understanding the hazards related to chemicals in use.

General Duty Clause: The clause requires employers to provide each worker "a place of employment, which [is] free from recognized hazards that are causing or are likely to cause death or serious physical harm." This is literally the catch-all provision that OSHA inspectors can use when no standard seems to be violated.

HOW TO HANDLE AN OSHA INSPECTION

Inspections are always conducted without advance notice. As a matter of policy, it is considered acceptable that the OSHA inspector may be kept waiting for 20 minutes prior to the inspection process beginning. Management can alert all responsible managers on the premises regarding the presence of OSHA and possible involvement in the inspection process.

WHAT DOES THE INSPECTION PROCESS INVOLVE?

Inspectors' Credentials: When the OSHA compliance officer arrives at the establishment, he or she displays official credentials and asks to meet an appropriate employer representative. In the opening conference, the compliance officer explains how the establishment was selected and what the likely scope of the inspection will be. Take written notes during the opening conference and note the scope indicated by the inspector.

The compliance officer asks the employer to select an employer representative to accompany the compliance officer during the inspection. This person must stay with the inspector until departure from the company premises.

Limitation on OSHA Inspections: OSHA has limitations on inspection authority when visiting a place of employment. OSHA officers may try to expand the scope of inspection during the visit and, upon informed consent, may proceed to collect evidence that can significantly increase the violations detected and related penalties. Therefore, it is critical that the employer only provides OSHA with access to the location related to the underlying cause of inspection. Such boundaries must be established during the opening conference with the OSHA officer.

In a recent case, the U.S. Court of Appeals limited the scope of inspection available to OSHA. The case involved an employee who was injured while repairing an electrical panel. (See *U.S.A. v. Mar-Jac Poultry, Inc.*, No. 16-17745 [11th Cir. 2018].) The employee was hospitalized, triggering a report to OSHA under federal regulations. OSHA inspected the facility and was granted access by the employer to look at the electrical panel area. Upon request, OSHA inspectors were provided Injury Log 300 by the employer. Upon review of Log 300, OSHA filed for a search warrant to investigate other locations at the plant where the injuries as reported on the Log 300 had occurred. The search warrant was granted. Subsequently, the employer filed a motion to vacate the search warrant, which was granted by the District Court. OSHA appealed the lower court's decision to the 11th Circuit Court of Appeals.

The appeals court held that logs are merely records of injuries and not proof of OSHA violations. The mere existence of injuries, the court noted in this case, does not mean that injuries were caused by OSHA violations, nor do they justify the issuance of an administrative warrant for gathering evidence of OSHA violations. Recordkeeping regulations, as found in 29 CFR Part 1904, state that the recording of injuries on Log 300 does not mean that an employer is at fault or that an OSHA violation has occurred. This decision serves as guidance to employers to limit OSHA inspections to the complaint area. Unless the employer consents, a judicial warrant is required under the Fourth

Employers should be aware that common sanitizers and sterilizers could contain hazardous chemicals.

Amendment. If OSHA wishes to expand its search under information procured during the initial inspection, the employer should seek legal counsel to limit the inspection as available under the current law.


Walk-Through: Do not allow the inspector to veer in a direction not agreed in the scope at the opening conference! The compliance officer will observe safety, health conditions, and practices.

When a compliance officer finds a violation in open view, called the "plain view exception," the scope of inspection now incorporates the plain view observation. The employer may shut down the area of the shop where the inspector will walk through. The compliance officer may wish to interview employees to get their opinion of the accident at the workplace.

Closing Conference: At the conclusion of the inspection, the compliance officer conducts a closing conference with the employer. The compliance officer gives the employer, and all other parties involved a copy of Employer Rights and Responsibilities Following an OSHA Inspection for their review and discussion. The compliance officer discusses with the employer all unsafe or unhealthy conditions observed during the inspection and indicates all apparent violations for which he or she may issue or recommend a citation and a proposed penalty. The compliance officer will inform the employer of appeal rights.

The office will request documents related to the inspection be mailed to OSHA in a specified time. Discuss the documents prior to submission with your counsel. At times, documents may be held back for reasons of privacy or relevance.

CITATIONS & PENALTIES?

Citations: OSHA citations inform the employer and employees of the regulations and standards alleged to have been violated and note the proposed length of time set to correct alleged violations. The employer must post a copy of each citation at or near the place a violation occurred for three days or until the violation is abated, whichever is longer. Certain notable violations for the general industry in California for 2010-2016 can be found at dir.ca.gov/dosh/citation.html. 

Sam Celly of Celly Services, Inc. has been helping automobile dealers comply with EPA and OSHA regulations since 1987. Sam received his BE (1984) and MS (1986) in Chemical Engineering, followed by a J.D. from Southwestern University School of Law (1997). His newsletters can be accessed at epaoshablog.com. Your comments/questions are always welcome. Please send them to sam@cellyserves.com.

DÉJÀ VU ALL OVER COVID AGAIN

By James J. McDonald, Jr.



Masks and social distancing ... sound familiar? Ugh. Add the heated conflicts between the “vaxxed” and the “unvaxxed,” and it seems like the long COVID-19 slog just keeps getting worse. That the rules and guidance keep changing is hardly helpful, either. Here are some questions and answers that are current and accurate as of this publication going to press:


- **May I ask my employees if they have been vaccinated?** Yes. In fact, Cal/OSHA requires employers to document each employee’s vaccination status. You can ask to see their vaccination card, or they may self-certify. You should not keep copies of vaccination cards but just note on a checklist whether or not employees have provided proof of vaccination.
- **May I require my employees to be vaccinated?** Yes, unless they have a medical condition that would be negatively impacted by the vaccine or a sincerely held religious belief against vaccinations. Requiring vaccinations as a condition of employment might drive away some of your best employees, however.
- **Must I require my employees to be vaccinated?** Federal Occupational Safety and Health Administration has issued an

“Emergency Temporary Standard” requiring employers of 100 or more employees to require employees either to show proof of vaccination or undergo weekly COVID-19 testing. This rule will not be directly applicable to California employers, but Cal/OSHA will be required to issue a similar rule to go into effect on or about Jan. 1, 2022. Court challenges of both rules are likely, so it might take a while for the answer to this question to become clear.

- **In the meantime, may I incentivize my employees to get vaccinated?** To an extent, yes. You may offer a nominal cash incentive or a gift card for proof of vaccination, but be prepared to accommodate an unvaccinated employee who claims a religious or medical condition exemption. One good incentive is to notify employees that they may take paid time to go and get the vaccine. The law actually requires that you allow employees to get vaccinated on working time. Urging employees to do so might convince those who have not yet been vaccinated because they “don’t have time” to go ahead and get the shot.
- **Are vaccinated employees required to wear masks indoors?** Not in San Diego County. Los Angeles County and some other counties and cities around California require masks for vaccinated persons, but not here, at least for now.
- **What about unvaccinated employees?** They must wear masks indoors unless they have a physical or mental condition that prevents them from wearing masks or other face covering. In that case, they must be tested at the employer’s expense twice per week, and they must produce a negative result on each test.
- **May I require COVID testing of unvaccinated employees?** Yes. Such testing must occur during working time, and you must pay for the test.
- **Must I still do temperature checks and symptom questionnaires?** No. Employees are still required to self-screen for symptoms. However, you should remind employees that if they experience symptoms of COVID-19, they should notify their supervisor and not come to work.
- **May employees choose to continue to wear masks, even if vaccinated?** Yes, and they are protected by law from retaliation and harassment for doing so.
- **Must I provide masks for employees who are not vaccinated?** Yes, and you must provide an N-95 respirator mask if an employee requests one.

- **May I require that customers and other visitors to my dealership wear masks?** Yes.
- **If a vaccinated employee is exposed to COVID-19, must I send them home for quarantine?** No, so long as the employee who was exposed does not experience symptoms of COVID-19.
- **If an unvaccinated employee develops symptoms of COVID-19, must I provide testing?** Yes, you must provide free testing during work hours.
- **If I send an unvaccinated employee exposed to COVID-19 home for quarantine, must I continue paying the employee?** Yes. You are required to continue their regular pay and benefits while they are away from work.
- **If an employee is diagnosed with COVID-19, must I pay her while she is out?** Only to the extent she has accrued sick leave or paid time off (“PTO”) available. The state requirement for Supplemental Paid Sick Leave for employees with COVID-19 expired on Sept. 30, 2021.
- **If an employee’s spouse or children are diagnosed with COVID-19, must I provide my employee with paid leave?** Again, only the extent she has accrued sick leave or paid time off (“PTO”) available.
- **Must I allow an unvaccinated employee to work remotely?** No. If an employee declines to get vaccinated because of a health condition or a sincerely held religious belief, you must provide

a reasonable accommodation, but the accommodation can be that the employee comes to work and wears a mask.

- **Must I allow employees to work remotely because of child care responsibilities?** Generally no, unless the child has a serious medical condition that requires the parent’s presence or care.
- **Should I continue to allow employees to work remotely?** This is at each employer’s discretion. Allowing at least some remote work might help to attract and retain talent. Most dealership jobs are not well-suited to remote work, however, and while you might have allowed employees in such jobs to work remotely during the depths of the pandemic, you now may require those employees to return to the dealership. Even if you allow some remote work, you should have a policy setting forth standards for remote-working employees, such as no working off the clock, remaining available during business hours, maintaining data security, and coming to the dealership as required for training, meetings and customer service. 



James J. McDonald, Jr. is managing partner of the Irvine office of the national labor and employment law firm Fisher & Phillips LLP. He is the author of the book California Employment Law: An Employer’s Guide, published annually by the Society for Human Resource Management.



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Photography

BILL & SUSAN HOEHN HONORED DURING ALL REVVED UP! EVENT AT SAN DIEGO AUTOMOTIVE MUSEUM

Bill and Susan Hoehn are known across San Diego County for their involvement in the community and the family business, Hoehn Motors. They are pleased to represent the automobile industry in San Diego and excited about the reimagined San Diego Automotive Museum.


Hoehn Motors has been a thriving automobile group with 11 high-line automobile franchises for the last 45 years in San Diego. This fourth-generation business was started by Bill's grandfather and now carried through to the younger generation, with Ted Hoehn and Adrienne Hoehn steering the business into the future. Their family values enrich their community and make Hoehn Motors a vibrant and life-enhancing place to work. Honesty, integrity, and service are the foundation of not only their lives but also their company. They are both very committed to their civic duties.

Since settling in San Diego 45 years ago, Susan and Bill have always maintained an active interest in many community groups as well as national and local philanthropy efforts. Bill was recently honored with the Lifetime Achievement Award for his many years of service to the YMCA. He has served on the boards of many local and international organizations, including World Vision, Plant with Purpose, Fuller Seminary, and The Rancho Santa Fe Foundation. He also previously served as Chair of the Bishop's School Board.

Susan has been involved in community service her entire life, starting as a teenager in her hometown of Memphis, Tennessee. Philanthropy

was a value instilled in Susan by her mother and grandmother, founders and presidents of many Memphis philanthropic institutions. She is actively engaged with organizations such as the La Jolla Music Society, The Old Globe, Ronald McDonald House Charities San Diego, Junior League, The Bishop's School, and National Charity League. She is the current chair of the Rancho Santa Fe Women's Fund and has been honored as a Woman of Dedication by the Salvation Army and was the honoree of the Women Go Red award by the America Heart Association. She is on the Salvation Army's Strategic Planning Committee to build the \$100 million Rady Center for the homeless in downtown San Diego.

Susan and Bill were selected as Honorary Chairs of the Salvation Army for their continued work on behalf of the organization. They have been Honorary Chairs of the Ronald McDonald House Charities San Diego Giving Circle celebration for the last seven years and received the Honorees of the Scouts of America Leadership Award. Susan and Bill have been very involved and supportive of The San Diego Rescue Mission, Salvation Army, The Village Church, InterVarsity Fellowship, Young Life, Fellowship of Christian Athletes, Plant with Purpose, and Mercy Ships for many years.

Susan and Bill met and married in Memphis 48 years ago. They are both outdoor enthusiasts who enjoy hiking, skiing, biking, golf and gardening. They find quality family time at their home in Sun Valley, Idaho, have three children, Rebecca, Adrienne, and Ted, and five grandchildren. They feel blessed to have come to San Diego and to be involved with such a wonderful community. 

CONGRESSWOMAN SARA JACOBS PROUDLY REPRESENTS CALIFORNIA'S 53RD CONGRESSIONAL DISTRICT




A third-generation San Diegan, Congresswoman Sara Jacobs attended local public schools before graduating from Columbia University with a Bachelor of Arts degree in Political Science and a Master of International Affairs degree in International Security Policy and Conflict Resolution.

Congresswoman Jacobs serves as the Founding Chair of San Diego for Every Child (established in 2018), a coalition dedicated to ending the experience of child poverty in San Diego County. Amid the COVID-19 crisis, the coalition adapted their mission to serve San Diegans in crisis – mobilizing funding to support child care for essential workers and co-chairing the Equitable Distance Learning Task Force to support students throughout San Diego County.

Prior to her work with San Diego for Every Child, Congresswoman Jacobs served as a Scholar in Residence at the Joan B. Kroc School of Peace Studies at the University of San Diego and as the Founding CEO of Project Connect, an international education non-profit dedicated to connecting students around the world to the internet. Project Connect was so successful that it has since become a flagship part of UNICEF's work.

Congresswoman Jacobs has also served in the Bureau of Conflict and Stabilization Operations at the U.S. Department of State. She focused on conflict prevention and response, countering and preventing violent extremism, and U.S. foreign policy in sub-Saharan Africa. Additionally, she was a foreign policy advisor to Secretary Hillary Clinton during the 2016 presidential campaign, served as the Big Data Lead in UNICEF's Innovation Unit, and was an Electoral Specialist for the United Nations Department of Peacekeeping Operations.

At 32, Congresswoman Jacobs is the youngest member of California's delegation and the third youngest member in the 117th Congress. She serves as the Freshman Representative to the House Democratic Steering and Policy Committee, and sits on the House Committee on Foreign Affairs, the House Armed Services Committee, and the House Select Committee on Economic Disparity and Fairness in Growth. 

Congresswoman Jacobs serves as the Founding Chair of San Diego for Every Child (established in 2018), a coalition dedicated to ending the experience of child poverty in San Diego County.

Prioritizing Workforce Retention



Unemployment in August 2020 was high: according to Statista, 13.54 million people were looking for jobs. August 2021 was better because by then, Statista only listed 8.38 million unemployed people.

With such large numbers, it's easy to think there is no shortage of people to hire, but the pandemic recession hasn't changed the need to find, train and retain new workers. The shutdown worsened everything because many workers who lost their jobs, especially people with extensive work experience, decided to retire or change industries. Unemployment statistics don't count the people who retired.

Every company deals with turnover sometimes, but Harvard Business Review blames bad hiring decisions for 80% of turnover. As a result, the first step in retaining employees is figuring out what you have done wrong in the past so you can fix it.

One of the most important things you can do to retain employees is to diversify your search and make sure you hire the right people in the first place. According to employment industry experts, you can counteract bias by considering people from under-represented backgrounds. To prevent hiring the wrong people, look at their soft skills as well as their other qualifications. Approximately 89% of the time, the hiring process goes wrong because of a soft-skills mismatch.

The employee shortage doesn't mean you won't find people to hire, but the process might be more challenging than you would like, and it makes sense to encourage employees to stay as long as possible. Investing in your workforce will benefit your company during good times and bad. When your company is prospering and everything is going well, making it clear how much you value your employees encourages them to build a career with you. Downturns are an opportunity to build loyalty, too; people don't forget it when they know you could have cut their job and didn't.

At the same time, one of your jobs is to determine which employees are valuable and whether any employees drain the organization. If you can help someone become more productive, that's great. But if you don't succeed, you are doing them and the company a favor by letting them find a better job somewhere else.

Educators can play a much larger role in teaching students about the opportunities available to them. Companies should make a point of doing what colleges do and start visiting high schools two or three times a year. If the only message students get is that they ought to go to college, it's a no-brainer what they are likely to do after getting their high school diploma. Is a college education important?

Continued on page 20

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Continued from page 18

Yes, absolutely. But everyone's situation is different, and a college education does not always pass the test when you consider the return on investment.

What else can companies do to educate people about career opportunities? Look at television, online news sites and social media. Target the most likely media to reach people; for example, if you want to reach a younger audience, such as Generation Z (1997-2012), look at Instagram, Snapchat and TikTok.

What are some ways you can keep employees committed to their work?

- Keep your efforts at retention in perspective. Employee engagement is determined by personality more than any engagement initiatives you might come up with. The right hires are more likely to be engaged and stay because of who they are, not what you do in terms of programs.
- Even so, skilled workers are hard to find, so value the employees you already have. Treat them right, and they will probably be happy in their jobs.
- Show active appreciation for the work being done.
- Be considerate about schedules and work with employees as much as possible. People need to know as soon as possible when they will have a day off, and if you ask them to work a difficult shift, they will appreciate knowing they won't be stuck there forever.
- Give new employees some time to acclimate to the work they'll be doing. For the first week or two, educate new employees and have them meet with people to get acquainted. This introductory time gives you a chance to educate them about expectations and help them be invested in what they will be doing from the very beginning.
- Check up on new hires regularly after start working. For example, see how they are doing after 30, 60 and 90 days. Ask them whether they are getting enough training. Make sure their benefits have been set up correctly. Schedule regular training sessions about industry trends and equipment, too, so employees stay current. Ensure they know about any career-growth opportunities you offer.
- Invest in leadership education for supervisors a minimum of once a year.
- Where possible, offer preventive mental health training and support. People have always had problems with mental health issues, but the pandemic has been hard on everyone. It's past time to get rid of the stigma around mental health care. Suppose you can provide benefits that give managers and team members the skills to improve their emotional prosperity and a way to get help when those skills aren't enough. Your employees will be more effective in their jobs, more likely to stay and less likely to incur medical costs.

Performance-related criteria become more important if a job can only be done by a much smaller percentage, like 1%-5%. And if the job requires a great deal of interaction with other people, think about whether potential employees are a good fit for the company's culture.


- Track what you are doing so you can figure out whether your ideas work or not. Continuous improvement won't occur unless you pay attention to the process.

Even though the obvious solution for a workforce shortage is to recruit more people, retention still matters. As a result, companies with a healthy, positive work environment have a definite advantage over less-savvy competitors because constant turnover is expensive. (How expensive? There are online calculators to help you figure that out.)

How big a difference does employee engagement make? If you compare companies with higher employee engagement against companies that don't, some experts say there's a 20% difference in productivity. Engaged employees are more proactive than their less-motivated counterparts when it comes to solving problems. They don't spend the day watching the clock and putting in minimum effort.

That said, you are going to expect more turnover in some jobs than others. That's why turnover can't be the only consideration. You should also consider job difficulty and the amount of interaction a job requires. If a job can be done by 50%-75% of all applicants, focus on retention. Performance-related criteria become more important if a job can only be done by a much smaller percentage, like 1%-5%. And if the job requires a great deal of interaction with other people, think about whether potential employees are a good fit for the company's culture.

What does a "good fit" consist of? It's pretty simple: don't hire someone with negative personality traits to manage large groups of people. Since that can be hard to determine, consider using a company that specializes in screening potential employees. Someone may be exceptionally well-qualified but unpleasant to work with; if they can work fairly independently most of the time, without coming into a lot of contact with others, you can probably hire them and get away with it. Some skills are so valuable they make dealing with personality problems worthwhile. But all things being otherwise equal, always opt for the person who has better interpersonal skills.

Many problems are outside your control, but you can create a good workplace environment. Take advantage of that fact. Your dealership will be much more likely to thrive if you do. 



SPECIAL REPORT

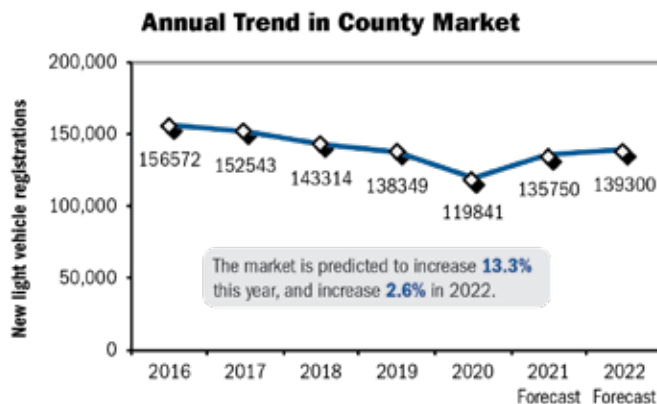
How Semiconductor Shortage Could Impact County New Vehicle Market

The chip shortage and other supply-related bottlenecks have turned the auto industry upside down. For most of the past 50 years, here's how it worked: key economic factors would dictate the level of demand in the marketplace, and the manufacturers would produce more than enough vehicles to accommodate demand. Most of the time, **supply exceeded demand**.

This was clearly not the case for the second half of this year, and likely lasting well into 2022. **Demand is significantly higher than supply** and sales levels will be determined based on how many vehicles can be produced. Pinpointing production volume is a complex puzzle impacted by several inter-related pieces: the chip shortage, COVID-induced labor cutbacks, tight supplies of other key components, and transportation logistics. Even if it was possible to accurately predict production, it's not feasible to directly link this to county new vehicle sales.

As a result, a different forecasting technique is needed. One that relies more on macro trends, and less on county economic factors. The most salient indicator to gauge the market is the seasonally adjusted annual rate of sales for the U.S. (SAAR). It's a top-line number, recognized across the industry, that is used as a barometer to formulate consensus on where the market is headed. The sidebar to the right presents an analysis that translates the anticipated SAAR into an equivalent level of registrations in the county. According to the baseline forecast, registrations will increase by 13.3% for all of this year, and should increase in 2022.

There is a **silver lining** to the recent slowdown in sales. As discussed in the previous release of Auto Outlook, key pillars of demand for new vehicles are bullish. Affordability is strong, and consumers have an intense need and desire to purchase new vehicles. The supply-related issues will pull sales well below anticipated levels, but most of these purchases will occur in the future. When supply issues abate, pent up demand will give a boost to the market for an extended period.



The graph shows annual new retail light vehicle registrations from 2016 thru 2020 and Auto Outlook's projections for all of 2021 and 2022. Source for historical data: AutoCount data from Experian.

Outlook for San Diego County new vehicle market



Forecast for county new retail registrations

Time Period	Forecast Scenarios		
	Baseline	Alternative Downside	Alternative Upside
4Q 2021 regs.	25,381	23,131	27,631
% change vs. 4Q '20	-22.5%	-29.4%	-15.6%
2021 annual regs.	135,750	133,500	138,000
% change vs. 2020	13.3%	11.4%	15.2%
2022 annual regs.	139,300	125,700	149,300
% change vs. 2021	2.6%	-5.8%	8.2%

Review of forecast methodology

- Demand will **not** be a primary driver for the county new vehicle market for perhaps the next 15 months.
- The level of sales will be dictated by production. A tangible indicator of how production will translate into county new vehicle registrations is the U.S. seasonally adjusted annual rate of sales (SAAR).
- The SAAR at the end of 3Q '21 was roughly 12.5 million units.
- Based on Auto Outlook's analysis of sales trends in the county market, a U.S. SAAR of 12.5m units in Q4 '21 would be equivalent to **25,381** new retail registrations in the county (shown as "Baseline" in above table).
- This would bring total registrations for all of 2021 to **135,750** units, up **13.3%** from 2020.
- Most projections for U.S. new vehicle sales in 2022 are in the vicinity of 15.4 million units. This would be equivalent to county registrations of **139,300** units next year, a **2.6%** increase from 2021.
- Due to the elevated uncertainty primarily related to the severity and duration of vehicle supply disruptions, the table above shows three different forecast scenarios: baseline, alternative downside, and alternative upside.

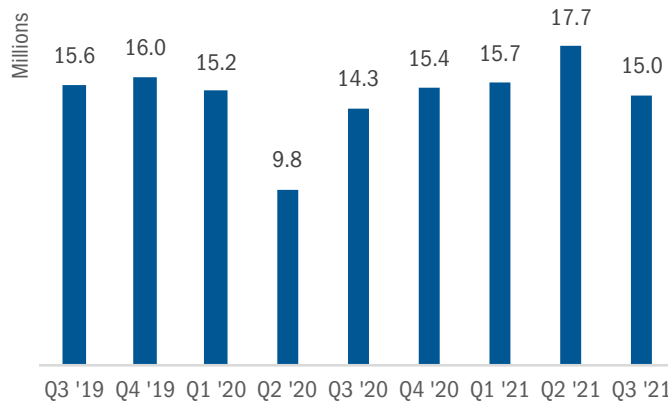
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San Diego County New Vehicle Market Dashboard



MARKET PERFORMANCE DURING PAST TWO YEARS

San Diego County Quarterly Registrations
Seasonally Adjusted Annual Rate, Converted to Equivalent U.S. New Vehicle Market SAAR (millions of units)



The graph on the left provides an easily recognizable way to gauge the strength of the county market. It shows quarterly registrations based on a seasonally adjusted annual rate. These figures are then indexed to SAAR sales figures for the U.S. new vehicle market. So just like in the national market, when the quarterly SAAR is above 17 million units, the county market is strong, 15 million is about average, and below 13 million is weak. Quarterly registrations in the county reached a U.S. equivalent level of 17.7 million units in the Second Quarter of 2021 and fell to 15.0 million in the Third Quarter as inventories plummeted.

Data Source: AutoCount data from Experian.



COUNTY MARKET VS. U.S.

YTD 2021 thru September
% Change In New Retail Market vs. Year Earlier

San Diego County
UP 26.7%

U.S.
UP 18.2%

Inventory issues had minimal impact on new light vehicle registrations for most of the first nine months of this year. And up until that time, the county market posted a larger gain than the U.S. Registrations will trail year-earlier levels for the remainder of the year, however.

Source for county registrations: AutoCount data from Experian. U.S. figures estimated by Auto Outlook.

San Diego Auto Outlook

Published by:
 Auto Outlook, Inc.
 PO Box 390, Exton, PA 19341
 Phone: 610-640-1233 EMail: jfoltz@autooutlook.com
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Information quoted must be attributed to San Diego Auto Outlook, published by Auto Outlook, Inc. on behalf of the New Car Dealers Association San Diego County, and must also include the statement: "Data Source: AutoCount Data from Experian." Copyright Auto Outlook, Inc., October 2021

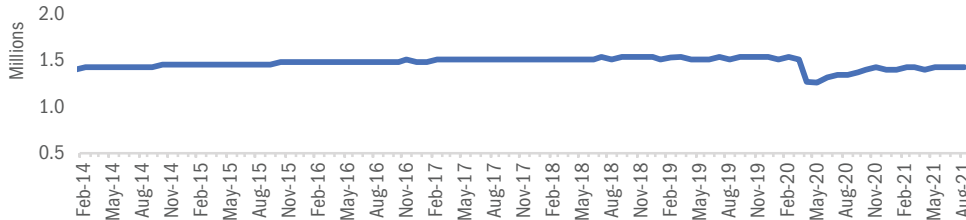
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San Diego County New Vehicle Market Dashboard



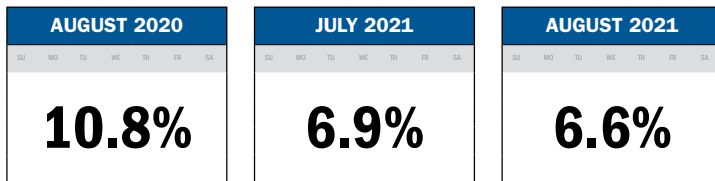
TRACKING ECONOMIC INDICATORS

Total Employment in San Diego County



Total employment in the county continued to drift slightly higher during the summer of 2021. The unemployment rate was 6.6% in August. Consumer sentiment has moved lower due to inflationary pressures and concerns about the pandemic. Household net worth has hit record highs, which should provide a boost to new vehicle sales when supply issues abate.

Monthly Unemployment Rates in San Diego County



Average Hourly Earnings for All Workers in County - Aug. 2021



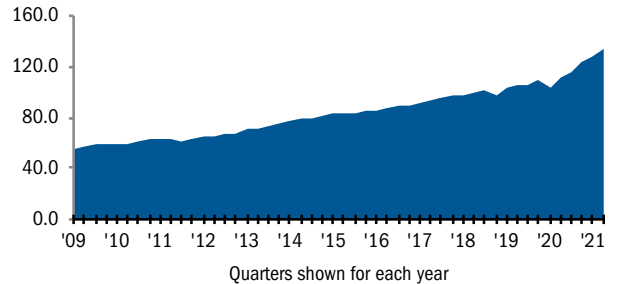
University of Michigan Consumer Sentiment (U.S.)



- 10 year high - 101.4 (Mar. 2018)
- 12 month high - 88.2 (Apr. 2021)
- Most recent - 72.8 (Sep. 2021)
- 10 year low - 59.4 (Sep. 2011)

Key Values During Past 10 Years

Household Net Worth (U.S.)

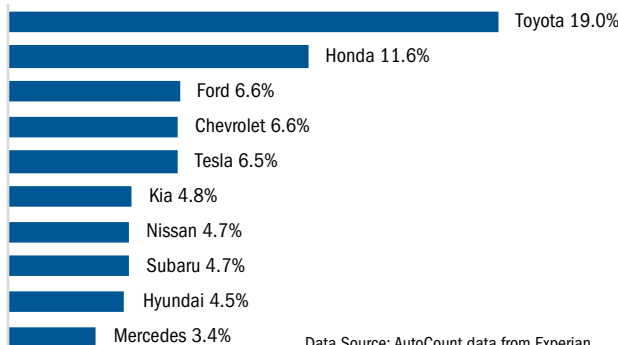


Sources: Bureau of Labor Statistics, University of Michigan, and Federal Reserve.



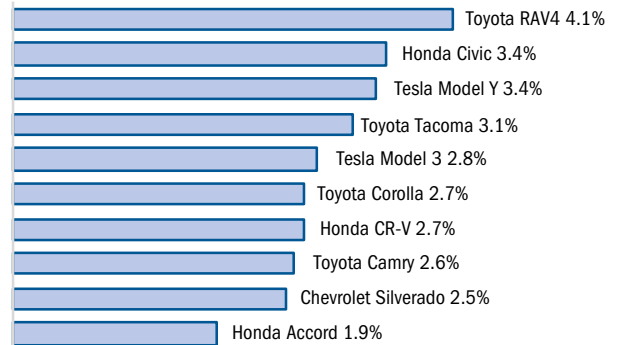
TOP TEN RANKINGS IN COUNTY MARKET

Market Share for Top Ten Selling Brands in County Market YTD 2021 thru September



Data Source: AutoCount data from Experian.

Market Share for Top Ten Selling Models in County Market YTD 2021 thru September



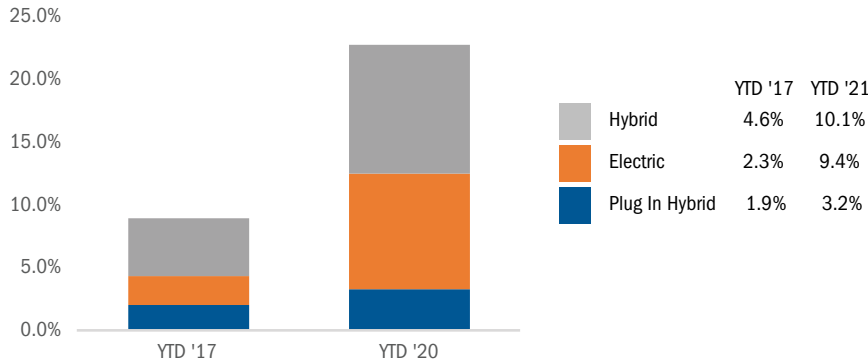
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Three Long Term Trends in San Diego County New Vehicle Market

Trend...	The numbers...	Primary conclusion...
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Estimated Alternative Powertrain Share*-YTD '17 and '21, thru Sept.

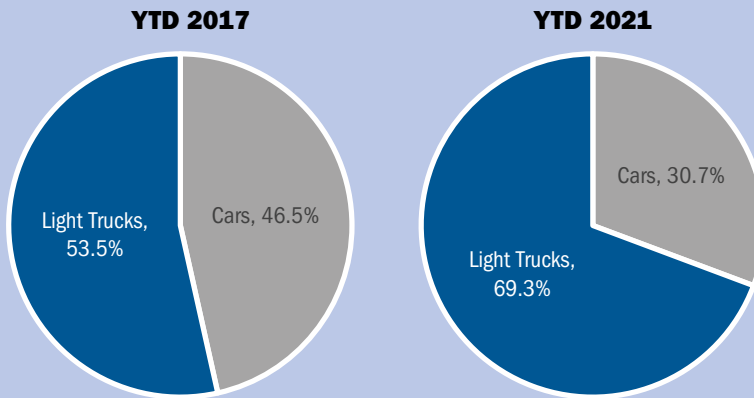
Alternative Powertrains



Hybrid vehicle market share in the county has increased by 5.5 share points during the past four years. Electric vehicle share was up 7.1 points.

Light Truck and Passenger Car Share - YTD '17 and '21, thru Sept.

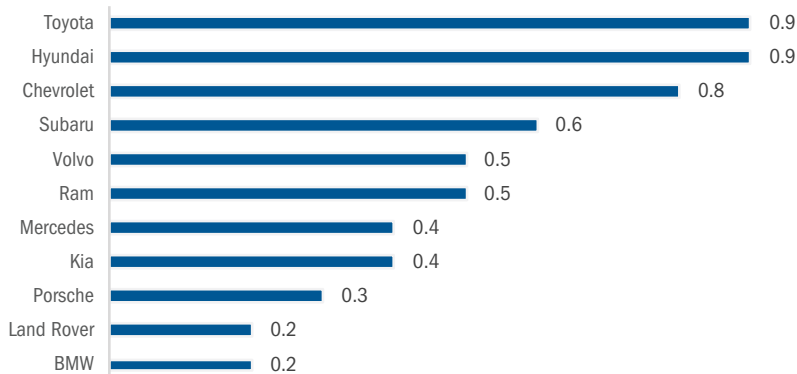
Light Trucks



Light truck market share increased to 69.3% during the first nine months of 2021, up nearly 16 points from 2017.

Brands with Largest Market Share Increases - YTD '17 to YTD '21

New Vehicle Brands



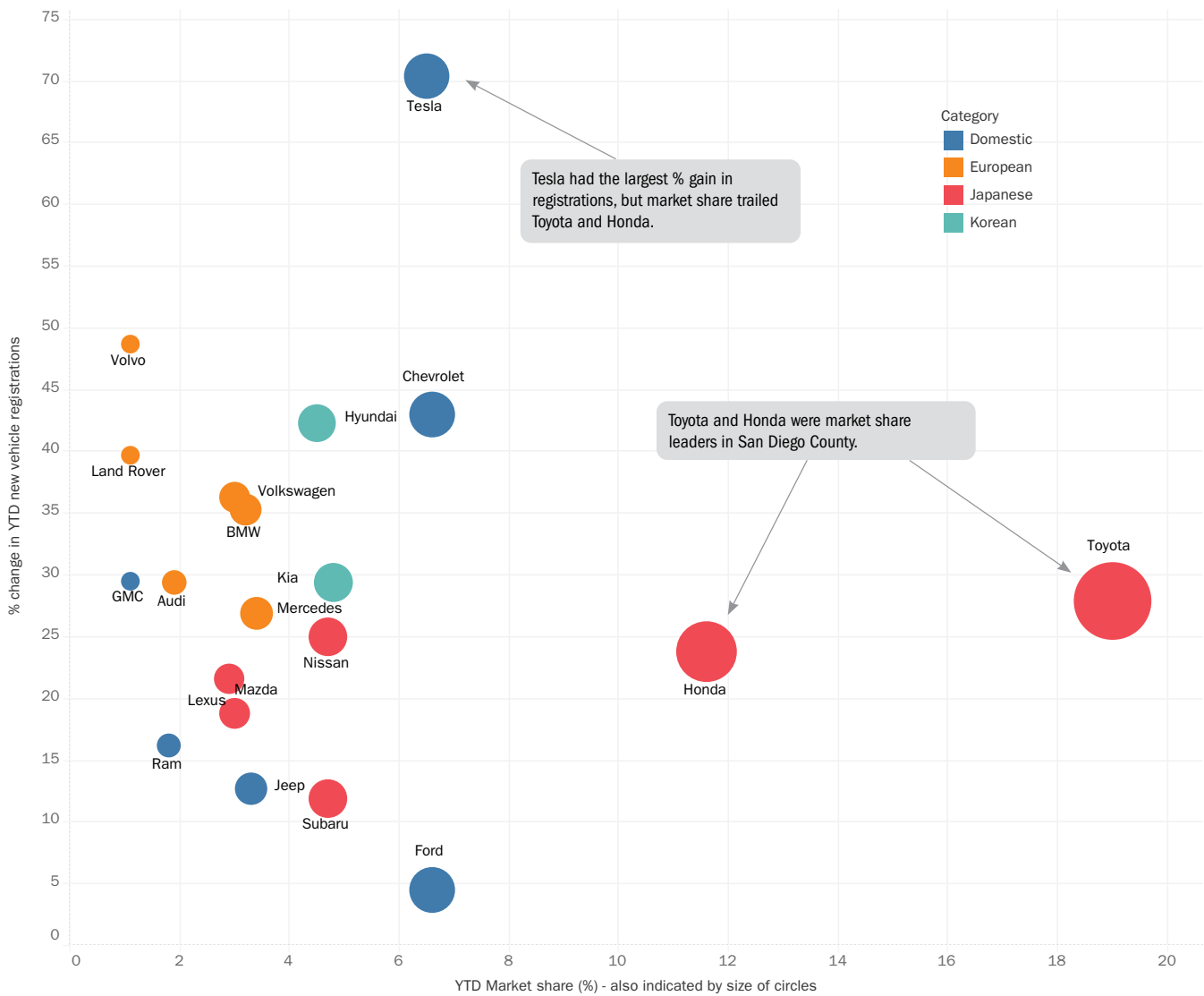
Six brands had market share increases of 0.5 of a point or higher: Toyota, Hyundai, Chevrolet, Subaru, Volvo, and Ram.

Data Source: AutoCount data from Experian. *Registrations by powertrain for vehicles equipped with multiple engine types were estimated by Auto Outlook. The estimates are based on model registrations compiled by Experian, and engine installation rates collected from other sources. The graph above showing largest market share increases excludes Tesla, since the Model 3 was introduced during 2017.

Tesla, Volvo, and Chevrolet Had Largest Percentage Increases

The graph below presents a well-rounded view of brand sales results in the county market. It shows both the percentage change in registrations so far this year versus year earlier (vertical axis) and market share (horizontal axis, also denoted by relative size of the circles). Brand category (Domestic, European, Japanese, or Korean) is identified by color of the circles. Brands on the right side of the graph have higher market share, and those at the top have had larger percentage gains in registrations. Typically, brand sales performance is a function of such factors as new product cadence, marketing, incentives, and dealership sales performance. But during 2021, brand results have primarily been determined by vehicle supplies and availability.

**San Diego County Market Share (YTD '21 thru September)
and Percent Change in Registrations (YTD '21 thru Sept. vs. YTD '20)
Top 20 Selling Brands**



Data Source: AutoCount data from Experian.

Continued on page 26

BRAND SCOREBOARD - PART TWO

Brand Market Share Leaders in Primary Segments



Leading Car Brands

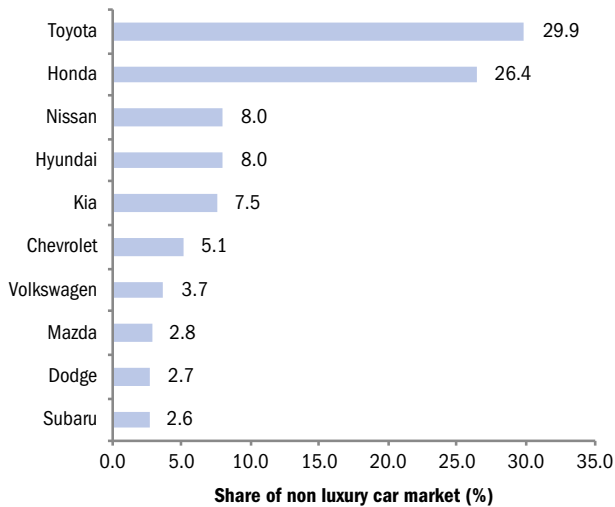
Non Luxury: Toyota, Honda, and Nissan
 Luxury: Tesla, BMW, and Mercedes



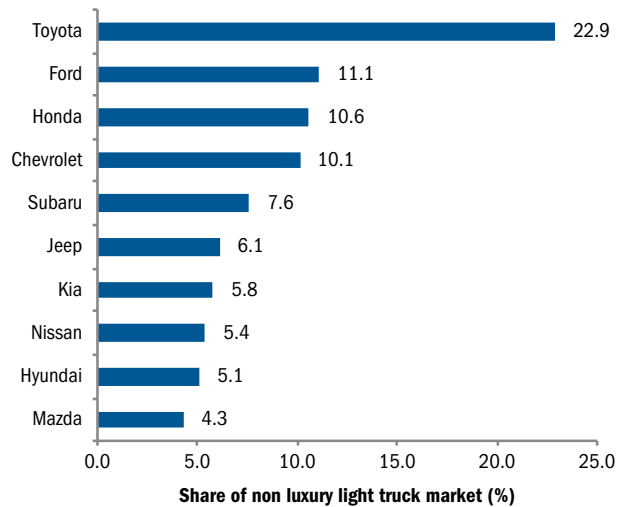
Leading Light Truck Brands

Non Luxury: Toyota, Ford, and Honda
 Luxury: Tesla, Mercedes, and Lexus

**Top 10 Non Luxury Car Brands in County Market
 YTD 2021 thru September**

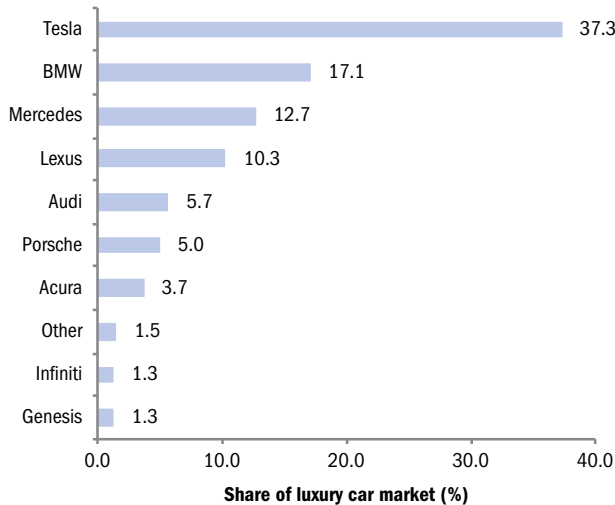


**Top 10 Non Luxury Truck Brands in County Market
 YTD 2021 thru September**

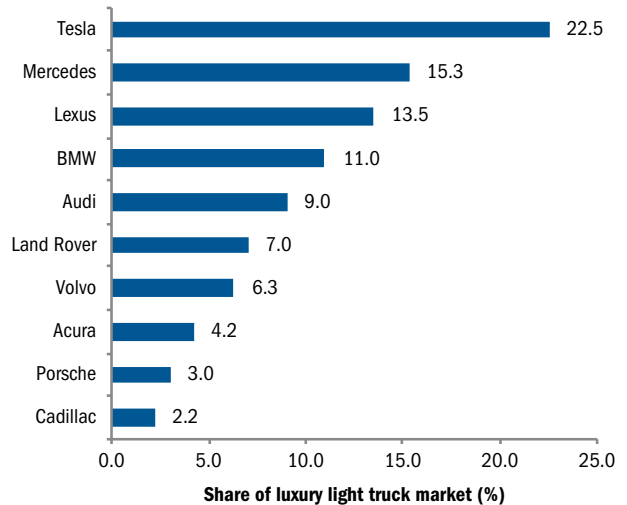


Data Source: AutoCount data from Experian.

**Top 10 Luxury Car Brands in County Market
 YTD 2021 thru September**



**Top 10 Luxury Truck Brands in County Market
 YTD 2021 thru September**



Toyota and Honda Lead County Compact SUV Segment



Brand Results - Three Year Perspective

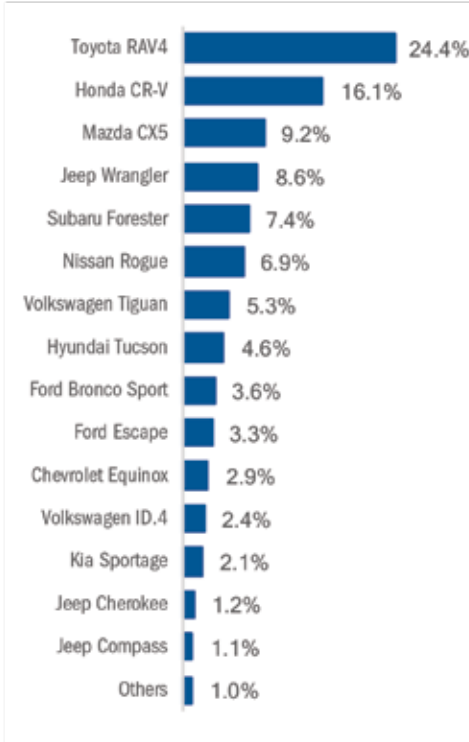
% change in County Compact SUV registrations
YTD 2018 and 2021 thru September

Brand	New retail registrations YTD 2018	New retail registrations YTD 2021	Percent change '18 to '21
Toyota	2792	4488	61%
Honda	2703	2957	9%
Jeep	2511	2006	-20%
Mazda	1969	1701	-14%
Volkswagen	906	1413	56%
Subaru	981	1370	40%
Nissan	1567	1262	-19%
Ford	1118	1256	12%
Hyundai	681	856	26%
Chevrolet	495	532	7%
Kia	500	395	-21%
GMC	273	104	-62%
Mitsubishi	281	77	-73%

Table is sorted based on YTD '21 registrations. Brands with increasing registrations are shaded.

Model Sales Leaders

Market share for Compact SUVs in County
YTD 2021 thru September



Data Source: AutoCount data from Experian.



Two Key Trends

#1 Compact SUV segment is performing better than overall market...

% Change in New Vehicle Registrations
YTD '18 thru Sept. to YTD '21

Compact SUVs: **UP 9.8%**

Industry **DOWN 0.4%**

#2 Subcompact SUV segment is gaining ground...

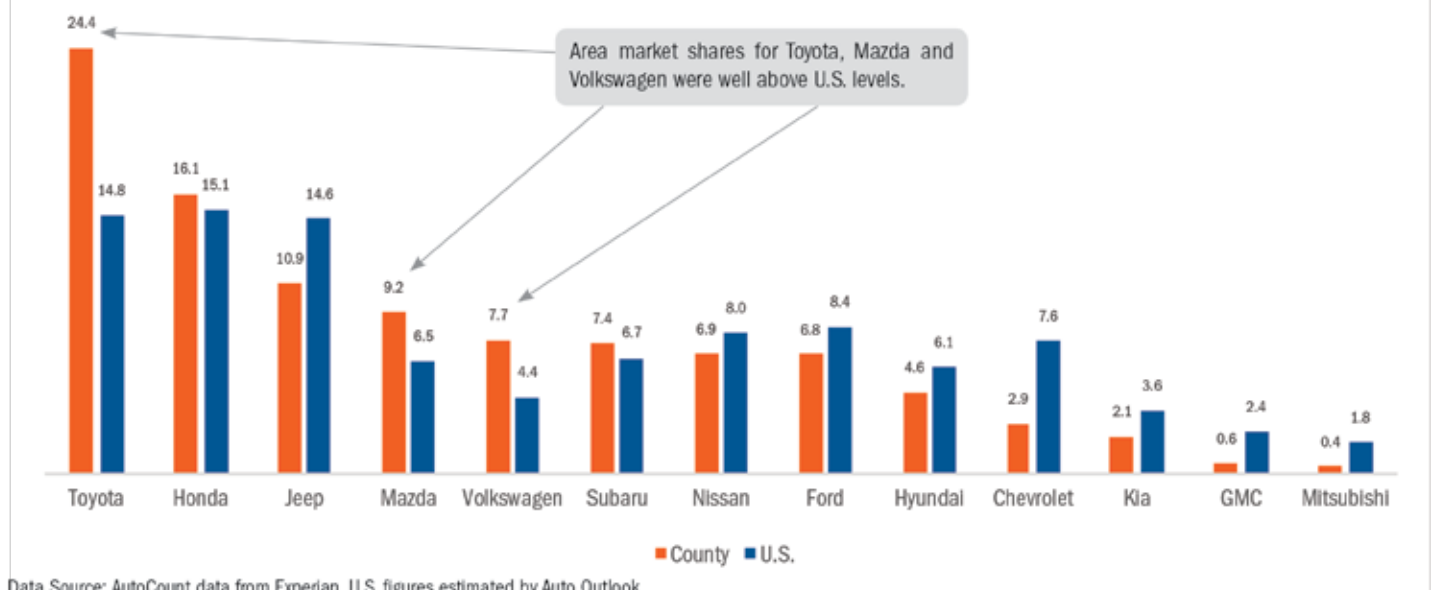
Subcompact SUV registrations as a % of
Compact SUV registrations

YTD 2018: **39.4%**

YTD 2021: **47.6%**

Brand Sales Performance - County market vs. U.S.

Brand market share in San Diego County and U.S.
YTD 2021 thru September (shown from left to right based on county share)



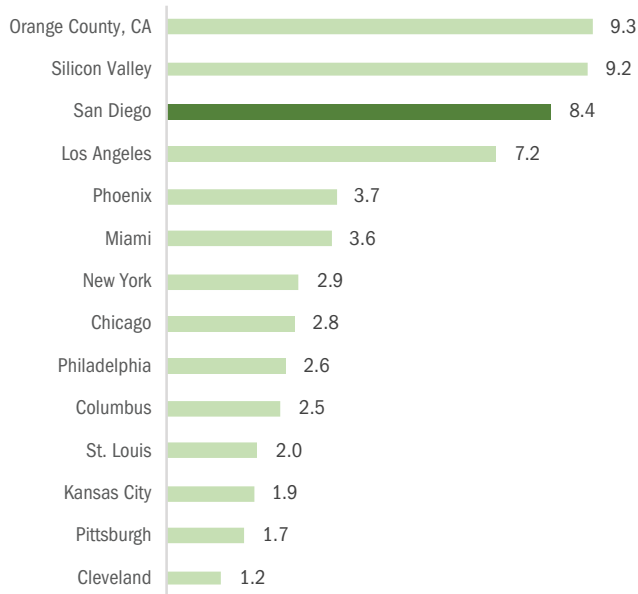
Data Source: AutoCount data from Experian. U.S. figures estimated by Auto Outlook.

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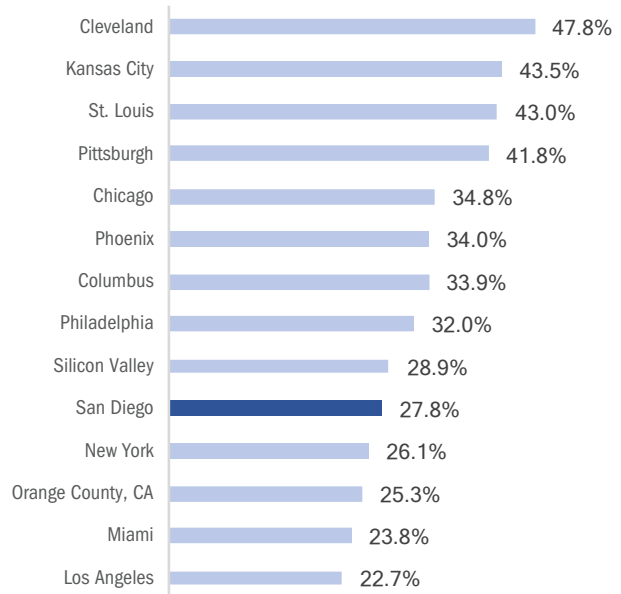
Comparison of Selected Metro Area Markets

The graphs and table below compare three primary indicators for selected metro area markets: change in electric and plug in hybrid vehicle market share between 2017 and this year, domestic brand market share, and the top five selling models during the first nine months of this year. San Diego County was ranked third out of the 14 markets for growth in electric/plug in hybrid market share, and tenth for domestic brand share.

Growth in Combined Electric/Plug In Hybrid Vehicle Market Share 2017 to 2021 (YTD thru Sept.)



Domestic Brand Market Share YTD 2021 thru September



Note: registrations by powertrain for vehicles equipped with multiple engine types were estimated by Auto Outlook. The estimates are based on model registrations compiled by Experian, and engine installation rates collected from other sources. Domestic brands consist of vehicles sold by GM, Ford, Stellantis (excluding Alfa and FIAT), and Tesla. Data Source: AutoCount data from Experian.

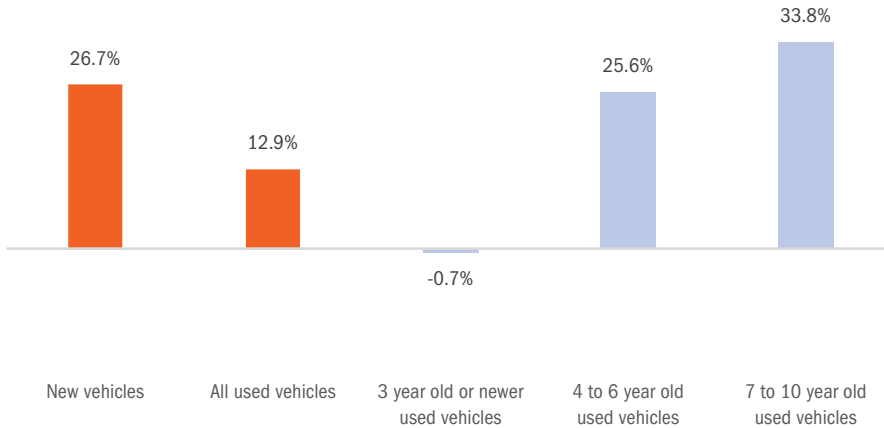
Top Five Selling Models in Selected Metro Area Markets - YTD 2021 thru September

Chicago		Cleveland		Columbus		Denver		Kansas City	
Model	Share	Model	Share	Model	Share	Model	Share	Model	Share
Honda CR-V	3.7	Ram Pickup	5.4	Honda CR-V	5.4	Ram Pickup	3.6	Ford F-Series	4.4
Toyota RAV4	2.6	Ford F-Series	3.6	Honda Civic	4.0	Toyota RAV4	3.4	Ram Pickup	3.7
Chevrolet Equinox	1.9	Honda CR-V	3.1	Chevrolet Silverado	3.0	Ford F-Series	3.2	Honda CR-V	3.3
Ford F-Series	1.8	Chevrolet Silverado	3.0	Ford F-Series	2.8	Honda CR-V	2.9	Chevrolet Silverado	3.1
Honda Civic	1.8	Chevrolet Equinox	2.7	Ram Pickup	2.4	Toyota 4Runner	2.8	GMC Sierra	2.3
Los Angeles		Miami		New York City		Orange County, CA		Philadelphia	
Model	Share	Model	Share	Model	Share	Model	Share	Model	Share
Honda Civic	4.4	Toyota Corolla	3.7	Honda CR-V	3.6	Tesla Model Y	4.5	Honda CR-V	3.2
Toyota Camry	3.5	Toyota RAV4	3.2	Jeep Grand Cherokee	3.0	Tesla Model 3	3.5	Chevrolet Silverado	3.1
Toyota RAV4	3.3	Toyota Camry	2.9	Nissan Rogue	2.8	Toyota RAV4	3.4	Toyota RAV4	2.9
Tesla Model Y	3.0	Honda Civic	2.5	Toyota RAV4	2.8	Honda Civic	3.3	Ram Pickup	2.6
Toyota Corolla	3.0	Honda CR-V	2.2	Toyota Highlander	2.3	Toyota Camry	2.9	Ford F-Series	2.6
Phoenix		Pittsburgh		San Diego		Silicon Valley		St. Louis	
Model	Share	Model	Share	Model	Share	Model	Share	Model	Share
Ram Pickup	3.8	Ram Pickup	4.2	Toyota RAV4	4.1	Tesla Model Y	6.7	Honda CR-V	3.2
Chevrolet Silverado	3.2	Ford F-Series	3.5	Honda Civic	3.4	Tesla Model 3	4.8	Ford F-Series	3.1
Ford F Series	2.9	Chevrolet Silverado	3.2	Tesla Model Y	3.4	Toyota RAV4	4.0	Chevrolet Silverado	3.1
Toyota RAV4	2.7	Honda CR-V	3.1	Toyota Tacoma	3.1	Honda Civic	3.1	Ram Pickup	2.6
Toyota Tacoma	2.6	Toyota RAV4	2.1	Tesla Model 3	2.8	Toyota Camry	3.0	Chevrolet Equinox	2.2

Data Source: AutoCount data from Experian. Note: figures for some areas are thru August of 2021.

County Used Vehicle Market Increased 12.9% So Far This Year

**Percent Change in New and Used Vehicle Registrations
YTD 2021 thru September vs. YTD 2020**



Data Source: AutoCount data from Experian.

3 KEY TRENDS IN USED VEHICLE MARKET



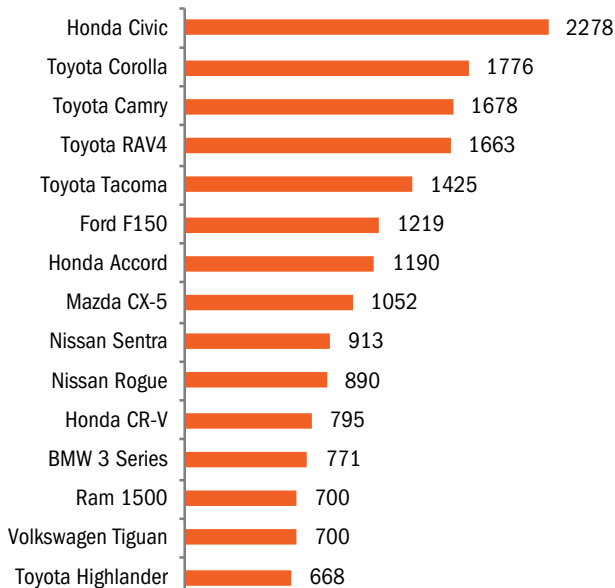
01. Used vehicle registrations in San Diego County were up 12.9% during the first nine months of this year versus a year earlier, below the 26.7% increase in the new vehicle market.
02. Used vehicle sales should hold up considerably better than new vehicles for the remainder of the year.
03. Three year old or newer used vehicle registrations declined slightly during the first nine months of this, while sales of older vehicles increased sharply

TOP SELLING MODELS IN USED VEHICLE MARKET

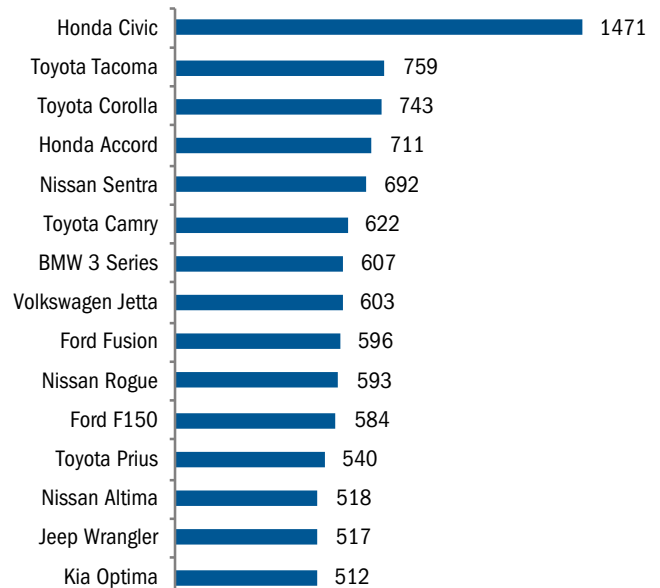
Honda Civic is Top Seller in County Used Vehicle Market

The two graphs below show the top 15 selling models in San Diego County for two age classifications: vehicles three years old or newer, and 4 to 6 year old vehicles. Honda Civic ranked first in each category.

**Top 15 Selling Models for Vehicles 3 years Old or Newer
YTD 2021 thru September**



**Top 15 Selling Models for 4 to 6 Year Old Vehicles
YTD 2021 thru September**



Continued on page 30

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