



Automotive Service Councils of California
Professionals in Automotive Service ~ Since 1940

CALIFORNIA *Independent*

Summer 2008

Garage Sale

Honda's Auto Parts and Garage, a Fowler institution for decades, shuts its doors for good on Monday.

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At Honda's Auto Parts and Garage in Fowler, a sign hand-lettered in yellow paint on the windows and glass door announces the end of a local institution.

"Sale. Tools, parts & all. Thank you 4 coming by."

Owner Harry Honda's father started the business in 1916 and Honda opened the garage at 220 E. Main St. around 1952.

Honda, 93, says he'll keep working until the last day — Monday.

Honda's is a garage where you took your car before cars had computers, where farmers got their tractors repaired and where friends still come to drink coffee and talk about the world's problems.

On a recent morning, six guys who grew up with Honda sit in a circle of old chairs in a corner of the parts department, sipping coffee from plastic cups. Dusty service manuals fill nearby shelves: "Chev. 1942-46."

Honda's friends have been stopping by for coffee for 20 years.

"A lot of us go back before the war," Art Fujikawa says.

Now they're retired, most from farming.

They used to bring their cars to Harry, whose specialty was carburetors, but reluctantly admit they take their newer-model cars to someone else now.

"Old-time mechanics can't work on computerized cars," Fujikawa says.

George Hashimoto can't believe the garage is really closing.

"We come here every morning. Harry kept saying he was closing, but this is the first morning I've seen anything."

"He was waiting for you to make an offer," Fujikawa says.

The guys laugh.

"This is a different feeling," Hashimoto says. "It's kind of sad."

Honda doesn't stop for coffee this morning. Three auctioneers are in the garage, pulling odd lots of stuff out of an attic storage space. It's all getting sold at an auction today, says Honda's son, Craig Honda.

Well, almost all.

"I'm going to keep all my special tools," Harry Honda says.

Closing the business doesn't mean he's going to retire, Honda says. "Most mechanics work until they're 65. I still work every day."

Honda wears a crisp blue-and-white-stripe long-sleeve shirt, sleeves rolled up to the elbow. An oval patch on the chest is embroidered with "Harry."

A gauze pad on Honda's arm covers a cut he got that morning working on a car. It's not a problem, he says.

"With mechanic work, you can cut your finger, but you never get an infection." Maybe there's some healing property in the grease and oil, he says.

"I don't take any medications, I don't take any flu shots," he says, sipping a cup of pale yellow parsley tea. "That cleans your arteries," he says, raising the plastic cup.

"The big thing in life, if you stay healthy, you're going to survive somehow."

That could be Honda's philosophy of life.

Honda's parents, Yakichi and Ono Honda, came from Japan in the early 1900s. Harry was a baby when his father opened an auto garage a few blocks away from today's Main Street location.

"He was a very talented man. He was a mechanic, an electrician, a carpenter," Honda says.

But as a boy, Honda didn't want to follow in his father's footsteps.

"I never wanted to be a mechanic. He had me clean cylinder heads and oil pans, all the

dirty work. But I turned out a mechanic."

His father quit working at the auto shop in 1928 and turned over the business to Honda's older brother, the late Yoshio "Floyd" Honda. Harry went to work for his brother after graduating from Fowler High

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President's Message

Dreams Realized

By Allen Pennebaker

Recently I had the opportunity and good fortune, like others, to be interviewed for an article in *Parts and People*, one of the more widely-read publications in our industry. I look at it as good fortune because it caused me to look pretty closely at where I have been, where I am, and how I got here.

Where am I? I have a business that does not need my presence on a regular basis. I have the ability to travel and see the world. I have the ability to spend significant time with my wife, children and grandchildren. I have a retirement plan that I am funding. I have the time and energy to give something back to my industry and my peers, my church, and my community.

We all have dreams and goals. Sometimes they are just dreams, with no possibility of ever happening. Sometimes they are dreams that have the possibility of fruition, but we do not know how. Sometimes they are goals that we know can be reached if we try hard enough and work smart enough. When I purchased my business I had no real goal or dream. I was just tired of working hard at running someone else's business while they got the majority of the financial benefit. I did not begrudge him that he had worked hard, made the monetary and emotional investment and was reaping his well-earned rewards. So what I got was more financial reward along with many more hours of work – along with a

lot more stress.

It took a while for me but I did develop my dream: to have a business that would be profitable and provide for my eventual retirement – meaning be profitable all the time, whether or not I was there. I have realized that dream.

Why talk about me? Because I believe that some of us have and many of us can realize our dreams. We have to identify them, define them, analyze them, prioritize them and pursue them. None of this has anything to do with working more. Nor does it matter what my dream was – only what yours is.

I do not believe that most of us have the innate ability to do everything on our own. We all need advice, education and help. There are many resources out there to help us achieve our dreams. There is technical education, there is business education, and there is business mentoring. In my case I found most of that through my involvement in ASCCA. I met, talked to, got advice (both good and

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Air Resources Board re On-Board Diagnostics

Due to requests from the public, "clean" pdf versions of the final OBD II regulations have been added to the OBD website.

Links to the "clean" (with no strikeouts or underlines) pdf versions of the final OBD II and emission warranty regulations have been added to the OBD II regulation webpage. Additional changes to the website were also made. Please go to the following website for more information: <http://www.arb.ca.gov/msprog/obdprog/obdprog.htm>



Allen Pennebaker State President 2008

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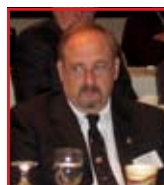
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Continued from page 2

bad) from my local Chapter members. I got involved in business education and became more aware of the absolute necessity of both business and technical education on a consistent and in-depth basis. Eventually I came to know some very successful businessmen and women through my involvement with the ASCCA Chapter Reps and then the Board of Directors. In other words I had my eyes opened, I learned, I grew – not on my own but with help. Now I am living my dream.

I would like for all of us in ASCCA to live our dreams. I joined the ASCCA Board of Directors because I wanted to

see more of us achieve our dreams. People on the ASCCA Board brought me help and I brought them help. There is a desperate need for groups like ASCCA. And all of us both have a need for that as well as an innate need to support that. To give something back. To give something to the greater good. And to gain personally both from the giving and from the receiving.

This Association brings us all a strong voice in California government. It brings us all a strong voice in National affairs. It brings us all the opportunity to influence local affairs. And it brings us many tools to help us realize our dreams.

Your peers need you and you need your peers. We all need someone or something to speak for us and give us the power of

a large and unified voice. That is really what ASCCA is all about.

I want to encourage all to consider the need to grow our Association, to the benefit of our peers and ourselves. I also want to encourage all of us to take advantage of the tools that ASCCA either brings us or makes more accessible to us. They are actually quite extensive. And most of all I would like to encourage all to give something back. Join your local Chapter Board. Become a Chapter Representative. Run for the state Board of Directors. Do something and find the personal benefit, emotional, spiritual and monetary, in that something.

Be profitable so that you can live your dreams. ■

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Saying Goodbye to an Old Friend

By Cecil Bullard

You can no longer “Go with the Flow” and be ultimately successful in the Automotive Repair Business.

Fast food auto repair, dealership and manufacturer programs, better engineered and better built vehicles that break considerably less often, as well as drastic increases in insurance rates and the overall cost of doing business, make it impossible for us to do business as in the past.

The Automotive Repair Industry is in the midst of upheaval and change. Those unwilling or unable to change will go the way of the dinosaur and the 8-track tape.

Like many shop owners, technicians and service advisors in this business, I was born to be in this business. My grandfather was a mechanic. My father started out as a lot tech for the local dealership and became a mechanic. And, after a brief stint in college I became a mechanic. It was a logical progression: no matter how much my father did not want me to follow in his footsteps, looking back I see it was inevitable.

In 1967 my father opened his own Automotive Repair Business. I have heard the story of how he started the business with no money in his pocket and just the tools in his toolbox more than once. The first car in the shop had a dead battery, and he had to make a deal with the local parts house for a battery charger just so that he could charge the battery and test the vehicle. Eventually he put a battery in the vehicle, made his first dollar and was on the way to a very long and interesting career.

I started working as a lube tech in my father's shop in 1981. I came into the business at a great time and I learned from two of the best mechanics in the business. I have yet to find someone who has a better ear and feel for a vehicle than my father did. He taught me to listen to the vehicle and some of his magic rubbed off on me, as I became pretty good at it myself. His partner taught me about the combustion engine, air/fuel ratios, lift and duration, air conditioning theory and many other things that make a good technician.

In those days we were booked two to three weeks out, and it seemed that no matter how hard we worked we could never fix all the broken cars. Despite a lack of advertising we were always busy, and it seemed the cornucopia of broken cars would never end. Many a time I cursed the engineers who designed the 70's and 80's cars when I should have been thanking them for the work.

I began working with the customers in the late 1980's and working less on the cars. I still remember flagging 30+ hours a week, answering the phones, making the sales and taking care of the customers. I even remember having time to take a few customers home. Today, no matter how hard I try, I cannot remember how I did it. I guess it could be that I am just getting older and have less energy. However, I truly believe that it was a different time and a different business then.

I cannot remember the business changing, but I do remember a time in the late 90's when it seemed that things weren't quite like they had been before. We were only booked out one or two days and customers' vehicles didn't seem to need as many repairs. We blamed it on many things: California was in the midst of economic change, the fast food tune-up chains were taking a bite out of our

business, or maybe our customers had moved or just plain died. No matter the reasons, it seemed to be getting much harder to be in the automotive repair business.

I remember going to seminars by Jim Hunt, Bob Cooper, Mike Lee, Terry Greenhut and anyone else that I could, to try and understand the problem and become better at this business.

One day in 1996 my father and I had that talk that happens sooner or later to all fathers and sons who work together. I felt that we needed to spend money on advertising, start bringing in vehicles for preventative maintenance work, and charge customers more so that we could guarantee a profit. Dad told me that advertising was a waste of money and we couldn't charge what we needed because customers wouldn't pay it. He fired a Service Advisor and told me that we just needed to cut back until the economy got better. He was adamant that if we held on the good times would return, while every fiber of my being told me that cutting back and waiting wasn't the right thing to do. Every class I had taken, every seminar I had attended told me that this wasn't going to work. So as happens to many father and son run businesses, we split up. He stayed and cut back while I moved on to run the businesses of more forward-thinking owners.

I must admit it has been hard to find a home where I felt happy since I left the safety and security of my father's shop. I regret to this day the three years where I lost my best friend, when dad and I did not talk.

I watched my father's business slowly dry up and his life's work deteriorate over the next several years. He actually asked me to return and take the business over in 2001, but by then I had established my own family and just couldn't uproot them. Dad finally retired at 70 and ½ years due to a stroke and sold his business for a fraction of what it was worth in its heyday, and we lost him to pneumonia this January.

We can blame it on economic conditions, customers who weren't loyal, a lack of qualified technicians, or anything else that we want to. The real reason that his business declined was his unwillingness to come to grips with the changes in our industry and ultimately his inability to change.

The last years he was in business the shop was virtually empty, except for his collection of old cars, old parts and old equipment from the past 40 years. Occasionally a loyal customer stumbled in for some inexpensive repairs performed by a Master and he loved to do it. Dad wanted to hire help but he could not really afford it. You cannot pay a decent wage, insurance, paid vacation, 401k, medical insurance and paid holidays while charging 80's rates.

Even though he wanted to retire at 62 and live the good life, he was unable to because he didn't feel that he had saved enough. He told me that he would retire at 65, at 67 and then at 70, but he never seemed to have what he wanted. He kept getting the same results because he kept doing the same things. His health declined, and before he sold the business it was all he could do to get up everyday and open the shop.

After several years away, I returned to the old shop to help dad close it up. The business was unorganized, messy, even dirty and I couldn't keep the images of the healthy business I left behind from my mind. It looked like his business had starved to death. All that was left was a withered husk.

Hindsight tells me that we made several mistakes. Our mistakes were seated in our inability to see the changes in our industry and in our own business. Our failure was a result of our own arrogance, our ignorance and our inability to change.

Our arrogance in believing that superior service would always keep the bays full, thinking that cars would continue to break, like they did in the 70's and 80's. Arrogance in believing that our loyalty to our customers in keeping our rates down and sacrificing our own lives to be there, how and when they needed us, would translate to loyalty from them.

Our ignorance of the principles of marketing, the cost of doing business, gross profit, net profit, and our need to learn and understand the numbers that would make us successful. Our ignorance of the absolute necessity to learn these things doomed the business (starved it) and ultimately took my father's life well before his time. We went from being exceptionally healthy, then just a little sick, then terminally ill in the space of a few short years. Our good friend and long time companion, one that had supported our family, had starved to death before our eyes.

We held a funeral for dad but not for his business. Over the last years of his life he did mourn for the business. He remembered the 80's and wished that he could return to that time and make a few changes. I mourn the business and my father but try not to think about it much. I wish that I had the chance to return to the 80's and make a few changes, and then maybe dad and I could continue to be best friends and work together. I pray that the pain will fade

away, and I keep myself busy with other things.

I am not sure of all the lessons that I have learned from this experience but there are a few of which I am positive. Most customers are only loyal while it is convenient, and unless you can make it convenient they will go someplace else to have their vehicle repaired. A business plan, marketing plan and budget are absolutely essential to be successful and combat the fast food chains, dealers and changing market conditions within the industry, and to win the game. A successful business is run by the numbers. You must decide what you need to properly support your family, your employees and their families, and you must charge accordingly, no matter what the guy down the street is doing. The truth is that he may know less than you do, and his business may be starving itself to death just like yours will if you don't take charge and learn what you need to change.

Please learn from our experience and do not let your business become an old friend you must mourn. Don't let fear of change keep you from learning and doing what it takes to keep your dreams alive and healthy. Someday we all must say goodbye to old friends and move on to new ones and new experiences. This should be a pleasant and happy experience and not a funeral.

I work everyday to make some positive impact on the industry and keep another family from mourning the loss of a friend, a mentor and a father. Thank goodness that many others are working to do the same.

God bless you, dad, and keep you happy and safe. ■

Continued from page 1

School in 1934.

The garage burned down in about 1937, and Honda went to work for a Ford dealership in Fowler.

But the lives and work of Japanese-Americans were interrupted when Japan bombed Pearl Harbor on Dec. 7, 1941.

Fear and suspicion ran high against Japanese-Americans, but friends stepped in — or looked the other way — to help, Honda says.

"After Pearl Harbor, I wasn't supposed to go back to work for the Ford dealer. But I knew the constable, so he allowed me to go and work for them."

Honda and his wife, Miyo, left Fowler for an internment camp on Aug. 3, 1942 — "We left on my wife's birthday," he says — but later left the camp and spent the rest of the war years working near Chicago.

When they returned to Fowler in 1945, Honda opened an auto garage business on the family's farm before opening the Main Street garage. Honda and his wife raised four children, Craig Honda, Laureen Uyematsu, Lynn Nakishima and the late Becky Honda.

The Main Street building has been purchased by the city of Fowler, which plans to convert it into a fire station, said David A. Weisser, city public works superintendent.

Craig Honda says his father will keep "puttering around" on the family ranch and working on cars after the business closes.

That's because this isn't retirement, Harry Honda says. "You've got to keep working."

The reporter can be reached at plloyd@fresnobee.com or (559) 441-6756. ■

Saluting Harry Honda

By Marion Vosburg

Harry has been an ASC member and supporter for many, many years, but no one has exact records. He ran a parts store in addition to the auto repair shop, and his son Craig worked with him for many years.

We believe that he is the oldest active, working-in-the-shop-everyday person in California. Harry showed Dennis Montalbano his driver's license — it's good until 2009!

Harry has always believed and told everyone that staying busy and dancing are the keys to longevity. He danced at least three nights a week until recently and wore out most of the women he danced with, including his wife.

In keeping with the staying busy concept, Harry has been offered a job at Dave's Auto, just two blocks from Honda's garage. Dave Cardenas is an ASCCA member, has a new, modern shop, and is on the Fowler City Council. Dave wants Harry to be his shop greeter.

An opportune occasion occurred when the Fowler City Council decided to purchase Harry's property, just across the street from City Hall, to build a new, updated fire station.

Harry has certainly been a huge credit to this industry, his town of Fowler, his family and the entire community. We wish him luck in his new endeavors.

68th Annual ASCCA Annual Meeting on the Bay!

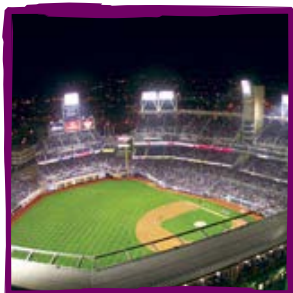


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Come join ASCCA at the San Diego Hilton Resort for *Networking, Education & Fun!*



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- ✧ President's Annual Banquet
- ✧ Educational Seminars
- ✧ Leader Elections
- ✧ Chapter Support
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Places of Interest

Sea World ®. San Diego Zoo. Balboa Park and Museums. Old Town and Presidio Mission. Old Town Trolley Tours. 92 World Class Golf Courses. Shopping Centers of Fashion Valley and Mission Valley. Seaport Village waterfront dining and shopping. Cabrillo National Monument. Downtown Gas Lamp Quarter Tijuana, Mexico.

Leisure Facilities

Large swimming pool complex with waterfall, children's wading pool and whirlpool spas. European-style treatments at the full-service Villa di Lusso Spa. Tennis with tennis pros on staff for group or personal lessons, fitness center with professional trainers, putting green and basketball. Jogging trail and playground nearby in Mission Bay Park. Water craft and bike rentals at the Hilton boat dock.

Dining & Entertainment

When it comes to dining and nightlife, the Hilton San Diego Resort offers everything from contemporary, yet elegant dining to poolside snack bar and festive lounge. Enjoy the view of the majestic bay from our outdoor terrace or the Mediterranean ambience of our indoor dining.



Don't Take A Gamble... Invest in Your Future!



Are you stuck between high business operating cost and low sales numbers? How do we keep the “downturning” in the economy from “downturning” your business? Don’t take a gamble on the success of your business during these troubled times!

Join us at ASCCA'S 2008 Annual Meeting *San Diego Hilton Resort*

FEATURING SPEAKERS THAT WILL RENEW YOUR MIND AND YOUR BUSINESS!!

FRIDAY, OCTOBER 3

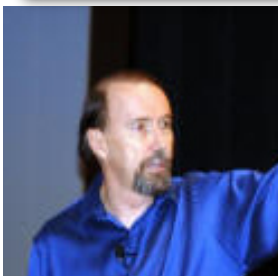


The Keys to Running a Successful Auto Service Business in a Down Economy

Cecil Bullard, Quicktrac Software

This 3-hour class will teach the keys (secrets) to being successful in today's economy. Students will be taught the exact methods that successful shops are using to increase their business in today's market. Students will learn ways to increase car count, average repair order, productivity, sales and profits while making the business a more pleasant place to work and easier to run. Sustain and grow your business!

SATURDAY, OCTOBER 5



Kick-off Breakfast with Keynote Speaker Filling the Glass: Real World Tactics and Motivation for Increasing Productivity AND Job Satisfaction

Barry Maher, Author

This is the antidote to sessions that are entertaining but full of “let’s all think happy thoughts and everything will be wonderful” fluff. It’s chock full of nuts and bolts content. Yet it’s real-world motivational, even inspirational. Perfect for the most cynical veteran AND the most starry-eyed (or the most easily discouraged) novice.

Please visit www.ascca.com to register.

Executive Director's Report

Government affairs has taken front and center stage this quarter – the Government Affairs Committee, chaired by Bob Constant, along with legislative advocate Jack Molodanof, and me, have been involved in those activities. Unfortunately, much of those efforts have had to be aimed at thwarting intrusive and costly legislation or opposing revenue-generating suggestions that would have a negative impact on small businesses.

ASCCA-opposed AB 2716 (Ma) would require all employers to provide one hour of sick leave for every 30 hours worked. The bill would increase employers' costs and liability by mandating a specific paid sick leave policy. It would also extend to all employers and employees, large and small – there are no exceptions. The NFIB Foundation recently released a study outlining the impact of mandated sick leave – it predicts a loss of 370,000 jobs within five years, would cost California companies an estimated \$59.3 billion in sales in the first five years, and that 36.2 percent of total sales losses would be to small businesses.

While many employers currently provide paid sick leave, mandating such costs on small businesses could cumulatively result in lower wages, reduce health insurance coverage, and possibly reduce the number of hours worked by employees.

Fortunately, AB 2716 died in the Senate Appropriations Committee; however, Ms. Ma has stated her intention to bring back a similar measure in 2009.

Because of the state's continual budget deficit, many ideas and suggestions are floated to increase revenue. One such recommendation was raised recently by Judy Chu, Chair of the California Board of Equalization, who suggested that the state sales tax be extended to certain services, including automotive repair and services. ASCCA strenuously objected to this proposal, and distributed a strongly-worded letter to the Governor, Democratic and Republican legislative leadership, and chairs and vice chairs of the Senate and Assembly budget committees.

We argued that imposing an added tax on labor could cause sales to drop, further decreasing the sales tax on parts currently collected by the Board of Equalization, would place an additional burden on overtaxed consumers and is the wrong thing to do in the current economy.

We also argued that the proposal runs counter to the opinions of Californians. A recent Field poll of California registered voters showed that by a greater than two to one majority (63 percent to 26 percent), they prefer spending cuts rather than tax increases to deal with the current budget deficit.

Because the budget fight will continue through the summer, this issue will be

lingering. We'll be sure to keep you informed of this important issue.

The Committee has also been active on the regulatory front, with several members and lobbyist Jack Molodanof attending BAR Advisory Group (BAG) meetings and workshops regarding the Gold Shield program. As a result, we've sent a letter to BAR Deputy Chief Pat Dorais, recommending changes in the Gold Shield program. They include: credit for repairs to fuel evaporative systems and MIL; locating stations based upon an area's vehicle population; elimination of Fast Pass; transfer of a Gold Shield license if technicians remain employed at a facility; greater input to the program by BAR field offices; sharing of



We support ASE

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July 7, 2008

The Honorable Fiona Ma
California State Assembly
State Capitol, Room 2176
Sacramento, California 95814

Re: AB 2716 (Ma) – Oppose

Dear Assembly Member Ma:

On behalf of the Automotive Service Councils of California (ASCCA), we are writing to express opposition to AB 2716 (Ma). The ASCCA is a statewide organization that represents nearly 1,500 independent automotive repair facilities in the State.

This bill mandates employers to provide payment of sick leave to all employees. Many employers provide paid sick leave payment even though current law does not require it. Mandating such cost on small business employers could cumulatively result in lower wages, reducing health insurance coverage, and the possibility of reduction on job hours or worst yet-job loss. California's economy is already suffering and mandating additional costs on small business will only worsen matters.

For the reasons stated above we must respectfully oppose AB 2716.

Sincerely,

Allen Pennebaker
President

CC: Senator Tom Torlakson, Chair, Senate Appropriations Committee
Senator Dave Cox, Vice Chair, Senate Appropriations Committee
ASCCA Board of Directors
ASCCA Government Affairs Committee
Jackie Miller, Executive Director
Jack Molodanof, legislative advocate

ASCCA Mission Statement: To provide business resources for our members
and to advance the professionalism of the automotive repair industry.

data collected via roadside tests with the industry; and other suggestions relative to the data collection process. Our comments will be included in the BAR information, which will be available by late summer. Additional workshops will take place, in which ASCCA will continue to participate.

Additionally, our representatives have reported on the following BAR activities:

Training for Smog Technicians – BAR has conducted an analysis of current training, including an assessment of training practices, identifying processes and procedures for textbook selection; and identifying models. Also included were recommendations for creating a two-tiered licensure system (inspection tech and diagnosis/repair specialist); restructuring current curriculum, and developing criteria to certify instructors.

Regulations - BAR is working on the following regulations: diesel regulations (1998 and newer vehicles); revising emission standards (cut points); and updating the Smog Check manual. Shops are encouraged to provide public comment on the updated smog check manual through the BAR website, www.smogcheck.ca.gov. BAR will also be holding a workshop to discuss the proposed disciplinary regulations.

BAR 2010 Analyzer Update - The goals include replacing BAR 97; improving equipment; reducing costs; providing program flexibility; and BAR taking ownership of the software. The specifics will be on the BAR website soon and workshops will be held to keep the industry involved.

DriveHealthy Campaign. BAR's DriveHealthy campaign was launched in late Summer and encourages drivers to properly maintain vehicles to help all of us breathe easier. The pamphlets encourage drivers to check air filters, tune engines, inflate tires, etc. The campaign's website is www.drivehealthy.com. You may recall that ASCCA participated in the launch of the campaign.

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We also continue to monitor and attend California Air Resources Board (CARB) Tire Pressure workshops and meetings. As you may know, as part of the Global Warming Solutions Act (AB 32), CARB is developing regulations which would require all automotive repair dealers to check tire pressure when servicing a vehicle. We've met with staff to inform them of industry concerns regarding this matter; i.e., liability, the issue of oversize tires, refusal by consumers, etc. We anticipate that draft regulations will be released in late August; ASCCA will work with the Government Affairs Committee to respond to the draft regulations.

As you can see by this extensive report, your Government Affairs Committee works long and hard to ensure that your interests are represented. ■

New Regulations

Performance Standards for After-Market and Used Catalytic Converters—The Air Resources Board has amended regulations relative to performance standards for after-market and used catalytic converters. Current regulations allow the sale of new aftermarket catalytic converters and used original equipment converters that comply with established performance criteria. The Board has stated that the performance requirements for these aftermarket converters balance the continued need to control in-use emissions from motor vehicles as they age with the cost of replacing catalytic converters on vehicles that often have a limited remaining lifetime and relatively low market value.

The amendments allow in-use vehicles equipped with aftermarket catalytic converters to comply with certification emission standards for a period of five years or 50,000 miles. This requirement applies to all new aftermarket catalytic converters sold, advertised or installed on or after January 1, 2009. The revisions require manufacturers to demonstrate that their new aftermarket converters are compatible with catalytic converter malfunction detection monitoring that is part of the on-board

diagnostic system on 1996 and newer model year vehicles. The amendments also establish pertinent warranty data reporting requirements, require more informative labeling on the shell of the catalytic converter and establish requirements for quality control checks on the converter manufacturing process. The regulation became effective July 10, 2008. Agency contact: Amy Whiting; 916.322.6533.

Smog Index Emission Label Changes—The Air Resources Board has also amended regulations governing emission control and smog index labels. The Board has required such information since the 1998 model year and provides consumers with an indication of the relative emissions performance of new light-duty vehicles for smog-forming exhaust emissions of non-methane organic gas, oxides of nitrogen and evaporative hydrocarbons. The amendments allow for addition of a global warming index, using a simple scale for both air pollution and greenhouse gas emissions. They also require one label size and design to be used by all affected manufacturers. The regulation was effective June 16, 2008. Agency contact: Dean Simeroth; 916.322.6020. ■

TEAMTalk News

The following information was first provided to members who participate in TEAMTalk, a list serve used as a means of member-to-member communication. You can take advantage of this valuable member benefit, too. Information on how to join is available on our website, www.ascca.com. First go to Communications then open the Group E-mail page.

Tire Pressure Legislation

Posted by Bob Constant

It seems that just about every meeting these days involving BAR, the Air Resources Board, Cal- EPA, or whomever, includes some conversation regarding greenhouse gases and how to address them. From all indications our industry is going to see some kind of either legislation and/or regulation which will make us check tire pressure on vehicles we are servicing and/or inspecting. As we are all aware, there are going to be issues, such as what happens when tires are worn out, what pressure is used when wheels have been replaced, etc etc.

The point of this post is to tell you that this is coming down the road, and we all need to be prepared. Newer vehicles will have TPMS, which is a concern if we are going to be checking and adjusting all tire pressures. So, we need to make sure our companies and technicians have the current information on TPMS ahead of time. ALLDATA has this information in all of their products, and it is one of our endorsed vendors/sponsors. ALLDATA contact is 800-795-1525, or call Gloria Peterson at the state office. Mitchell 1 is also coming out with a manual with this information and may have it on its web-based system. You may also need to have various pieces of equipment for resetting the TPMS system.

ASCCA MEMBERS: The ASCCA Board of Directors encourages members to begin checking the tire pressures and reporting to the ASCCA state office any issues you encounter.

Appellate Court Decision re Meal and Rest Breaks

On July 22, 2008, the California Court of Appeal handed a victory to employers in its decision in *Brinker Restaurant Corporation, et al. v. Hohnbaum et al.*, unanimously ruling that employers are only required to provide and need not ensure that meal and rest periods are taken by employees. This is the first California published appellate court decision holding that employers only have to provide, and not ensure, that meal and rest periods are taken.

On July 25 2008, the Labor Commissioner of the Division of Labor Standards Enforcement (DLSE) issued a memorandum stating that effective immediately DLSE would apply the *Brinker* decision to any wage claim with a meal/rest period issue, including any pending matters. The court's further holding that the determination of whether employees were provided timely meal and rest periods requires an individualized inquiry into the circumstances surrounding each alleged missed or late meal and rest period will make it more difficult for plaintiffs to certify meal and rest period cases as class actions.

Information provided by the Employment Law Section of Nossaman LLP.

Resources for Small Businesses Affected by the Wildfires

Marty Keller, Director, Office of Small Business Advocate, Governor's Office of Planning & Research, provided information about resources available for small businesses affected by the spate of wildfires plaguing the state. Following are key web sources:

1. The state's [Office of Emergency Services](#)
2. The federal [Small Business Administration's Disaster Assistance Program](#)
3. The [Federal Emergency Management Administration Disaster Assistance Program](#)

The Office of Small Business Advocate also posted a blog on its website reflecting the information the above at www.osba.ca.gov. ■

ADA Compliance – Be Proactive

ASCCA has been increasingly aware of an issue of small businesses being targeted for lawsuit based on non-compliance with ADA requirements. We encourage all members to familiarize themselves with the ADA requirements and to take the necessary steps to be in compliance. The U.S. Department of Justice, Americans with Disabilities Act provides a dedicated website for all things related to the ADA at www.ada.gov/. They also make available following materials:

ADA Guide for Small Businesses. This 15-page illustrated guide presents an overview of some basic ADA requirements for small businesses that provide goods and services to the public. It provides guidance on how to make their services accessible and how tax credits and deductions may be used to offset specific costs. (Spanish, Cambodian, Chinese, Hmong, Japanese, Korean, Laotian, Tagalog and Vietnamese editions available) For general ADA information, answers to specific technical questions, free ADA materials, or information about filing a complaint, call 800-514-0301.

ADA specialists are available Monday through Friday from 9:30 AM until 5:30 PM (eastern time) except on Thursday when the hours are 12:30 PM until 5:30 PM.

California Resources:

The California Department of Insurance website offers information on ADA compliance in the workforce. You can access more details at <http://www.insurance.ca.gov/ada-compliance/>. ■

Combating Low Productivity... Don't Fall Prey To Fatal Maneuvers!

By Maylan Newton, ESI

"I'll lower my prices to get more jobs and just make up the difference in volume."

"Some money is better than none!"

"Cutting the price is just showing my customer my appreciation!"

"Seems like my customers have stopped fixing their cars."

"The competition's lowering their prices so I guess I should too."

"My customers let me know that they don't plan to spend much money on their car."

"Well, that's all the job is worth anyway."

As costs continue to accelerate in today's tough economy, slow business can quickly panic even the best in professional work teams. They need the business and they need the money. Regardless of circumstance, before going into panic mode and lowering prices (the number one choice in combative maneuvers here), let's look at some important realities.

Let's do the math based on 3 techs working 8 hours a day in your business. Your inventory labor is 24 hours of billable time each day and, in a perfect world, the shop will bill 24 hours. The question is, "How many perfect days do any of us ever really have?" We average about 72% productivity across the nation, which an 8-hour day tabs out to billing only 5.75 hours! If you are within the average

70% productivity, billing 5.75 hours per day, per tech, strategies for improvement could start with increasing productivity to just 80%. You'd bill an additional .65 hours per day and, multiplied by 3 technicians, that totals an added 1.95 hours per day. In an average month of 21 working days, this is an additional 40.95 billable hours, an increase that many would consider substantial. Remember that this simple improvement represents only slightly more than one half hour per day!

Low productivity happens, but why? It's easy to blame the techs but several factors contribute:

Battling strategies between technical and sales staff created by inadequate skills. A service writer might not agree with the charges and time frames the tech has recommended and ignores the proper resale rules. He or she might adjust the charges down through a personal decision on what he or she feels might be affordable to the customer. This kind of opinion-forming is usually based on two issues that define the service writer's challenges in sales:

One, the service writer's lack of skill to sell properly, and two, his assumption of what the customer has to spend based on what is personally affordable to him, the service writer (the money he has in his own pocket, in other words).

Underbidding jobs, not using time guides properly, not charging your hours based on the condition of the vehicle, and not getting paid for technical knowledge – all issues that heavily impact productivity.

On the flip side, regardless of skillful sales management, inability of technicians to perform the work properly will impact productivity, too.

Insufficient space to handle the car count: Too few workbays, too many workbays in too little space, poor work space layout, and poor access to equipment affects your time management potential, usually at a cost greater than what you know. Very often, we choose to work with familiar struggle rather than endure change and make it right. As are all 'trades', this industry is represented in the vast collection of individualized ideals for ownership and success. We each want to undertake the tasks of building and producing perfection in our business according to our own vision. We can see the car repaired and rolling out of the stall easier than we can visualize the tech physically burdened with poor working conditions trying to make the repair. What about the psychological working conditions in the business? Is that environment stressed with problems more often than not?

Insufficient time available for the service advisor to properly write the estimates: This may or may not be an 'understaff problem'. Sometimes, adjusting the work responsibility will help. Rerouting tasks can help free up more time for better estimate preparation. There is a certain percentage of service advisors, however, who have a character of starting fires when none are currently burning to help substantiate their participation at work. Putting out fires is work and helps avoid the 'dreaded estimate write up'. If you don't feel that this is your case, then proceed with an analysis on procedures and scrutinize your task management system.

Continued on page 18



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BAG Meeting Update

By Jack Molodanof, Legislative Advocate
ASCCA Government Affairs Committee

The following is a brief summary of the July 9 BAR Advisory Committee Group meeting.

Training for Smog Technicians – BAR has conducted an analysis of current training, including an assessment of training practices, identifying processes and procedures for textbook selection; and identifying models. Also included were recommendations for creating a two-tiered licensure system (inspection tech and diagnosis/repair specialist); restructuring current curriculum, and developing criteria to certify instructors.

Legislation & Regulations Update - Deputy Chief Pat Dorais provided an update on legislation, including AB 616 (Jones)-Annual smog check inspections for 15 year model years; SB 1573 (Florez)- Shifting smog check authority from BAR to CARB; AB 2241 (Saldana)- establishes a \$50.00 fee for temporary permits; AB 2825 (Carter)- requires shops that provide collision repairs to certify that parts were installed and provide vendor invoices to consumers.

BAR is working on the following regulations: diesel regulations (1998 and newer vehicles); revising emission standards (cut points); and updating the Smog Check manual. Shops are encouraged to provide public comment on the updated Smog Check manual through the BAR website, www.smogcheck.ca.gov. BAR will also be holding a workshop to discuss the proposed disciplinary regulations.

Gold Shield Regulations Update - Deputy Chief Dorais provided an update on the workshops held recently in El Monte and Sacramento. Pat indicated that all the comments/concerns from the recent workshops will be summarized in writing and will be available in the next month or so. They will then review all comments and start developing concepts and hold additional workshops for more comments. At some point they will provide language that they hope will be part of the regulation/comment process.

(Note: ASCCA sent a detailed letter to BAR in response to concerns raised by members and recommending changes in the Gold Shield program.)

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The next BAR Advisory Committee meeting is on October 9, 2008 in Southern California; location to be determined. ■

ASCCA Meetings Calendar

The following are meetings ASCCA encourages you to attend, as their outcome directly affects you and your industry. Please note that all meetings are subject to change and you are advised to check on meeting times and locations the day before the event if you plan to attend.

Date	Event	Location
October 3-5 2008	ASCCA 2008 68th Annual Meeting & Elections 3rd Quarter Board of Directors/Committee Meetings	San Diego Hilton Resort, San Diego, CA
December 6-7 2008	ASCCA Team Weekend 4th Quarter Board of Directors/Committee Meetings	Embassy Suites Riverfront, Sacramento, CA

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Management lessons and the Korean War (or how to survive in a shrinking industry during economic tough times)

By Phil Fournier, Phil's Auto Clinic

We at Phil's Auto Clinic saw an 11% loss of gross revenues during the whole of 2007, with the bulk of the difficulties starting in June. The "summer time bump" never happened and the fall was something of a train wreck in sales. During this time I pondered our situation and during the pondering, I happened to listen to a Books-On-Tape about the Korean War. As I listened to the analysis of what went wrong and what went right, the thought came to me that here were some excellent lessons in management that could readily be applied to Phil's Auto Clinic. An outline of what I learned about the Korean conflict and the lessons I have drawn for my own benefit and the benefit of my staff is indicated below.

Characters and places

U.S. Army, 1948-1950: Poorly trained and poorly equipped, unprepared for battle, and ignorant of its foe, the U.S. Army had gotten fat and lazy doing garrison duty. President Truman, a great proponent of the balanced budget, had cut defense spending by 90% since the end of World War II. This was in part due to the theory that the Bomb was the perfect answer to defense on the cheap; who would dare attack the nation with the Bomb? This short-sighted viewpoint should have been shattered when it became apparent in 1949 that the USSR also had the Bomb, but it was slow to disappear.

North Korean Army: Equipped by the Russians and Chinese with weapons and tanks, the North Korean Army was much more capable than the over-confident Americans thought they would be. They were not, however, as good as their neurotic leader Kim thought they were.

Chinese Army: Numerous and with little regard for the life of the private, the Chinese army proved to be a fierce foe, at first underestimated during the post-Inchon advance, and then over-estimated after the Yalu river retreat.

Pusan Perimeter: Line of last defense on the tail end of the Korean Peninsula where General Walton Walker hung on grimly as reinforcements slowly trickled in from Japan and San Francisco between early July and mid-September, 1950.

Inchon: City on the west coast of the Korean peninsula, near the 38th parallel and the capital city of the south, Seoul. Famous for 30 foot tides, it was an unlikely spot for an amphibious landing.

Yalu River: River bordering North Korea and Manchuria, southern China. Line of the furthest advance of the U.S. Army and Marines. This turned out to be a very dangerous place, not defensible against the masses of Chinese forces and very cold.

38th Parallel: Line of the eventual truce that holds yet today, the dividing line of the prosperous South Korea and the isolated and impoverished North.

General Walton Walker: Uncharismatic, non-political three-star general who had been dealt a poor hand for his difficult job in Korea. Despite his lack of star qualities, he had as his attri-

butes a dogged determination and a willingness to expose himself to front line fire to see how the battle lay and to encourage his troops. His biggest weakness was his inability to stand up to MacArthur, a weakness shared by many others. He was killed in a vehicle accident in December of 1950 and succeeded by General Matthew Ridgeway.

President Harry S. Truman: A bit of an accidental president and never much of a fan of the job and its description, President Truman had seen the results of the atomic bomb in Japan, and was highly reluctant to engage China in the war that MacArthur badly wanted, having as its objective the capture of all of Korea and the reinstatement of Chang in China. He also had great difficulty in dealing with the arrogant and exceedingly vain MacArthur. He endured MacArthur's slights of the office of the presidency, but at last relieved him of his command when he became openly defiant of the president's mandate that attacks were not to be conducted against mainland China.

General Douglas MacArthur: The brilliant five-star general and WW2 hero who championed the Inchon plan to make a left hook around North Korean troops massed around the Pusan Perimeter and conduct an amphibious surprise landing, against the advice of most of his subordinates. The attack went ahead with almost unqualified success. This success complicated President Truman's job of insuring that MacArthur did not get a free hand in widening the war beyond the object of pushing the North Koreans back north of the 38th Parallel. MacArthur advocated the use of nuclear weapons against China, as he secretly hoped that the war would become a pretext for ousting Mao from China and reinstating Chang.

General Matthew Ridgeway: Successor first to the deceased Walton Walker and then to the fired Douglas MacArthur, he was a solid general and capable leader. After the precipitous retreat from the Yalu River in November/December of 1950 and taking leadership, Ridgeway displayed leadership that inspired and strengthened his dispirited army, eventually leading them to defeat the Chinese in battle.

Lessons learned and their application to small business management:

U.S. Army: Over-confidence in a single weapon (the Bomb) and under-estimating the enemy. I have seen shops that had large fleet customers that supplied over 30% of their total revenue. When they lost the one important client, they had no idea how to recover. Like the U.S. Army, they often resort to the precipitous retreat of reckless staff-reduction and cost-cutting with no real plan of how to regain the lost revenue.

At Phil's Auto Clinic, we saw the enemy coming (improved vehicle quality and less-frequent service and repair.) We kept our costs under control, kept our focus on retaining as much as possible our customer base, and continued to explore new ways of expanding our client base and our range of services. Not all of our ideas worked, but the very fact that we had ideas and tried to implement them maintained the morale of the staff and avoided

the loss of valuable employees even when their paychecks suffered due to the retreat in sales.

The Pusan Perimeter: Many small business owners do not know where this point of no further retreat lies. It is highly important to find this point and to use the knowledge to good advantage. For us it is sales of 54k a month with gross profits of 62%. Dropping below that point for any significant stretch is the precursor to ultimate defeat (going out of business.) At Pusan we can still pay our bills and keep our current staff. Further retreat would mean cutting staff and would leave us in an inconvenient position from which to recover.

Inchon and MacArthur: Steven Jobs is a businessman with the sort of ability to see the "knock-out punch" of a business idea. Most of us dream about finding an Inchon, but lack the super-star ability to see it and move on it if we do see it. However, it has proved possible to push away from Pusan without a knock out punch, but rather with smaller individual victories along the line and higher morale of the staff. Included in this is the military precept, implemented by MacArthur and Walker to "attack on multiple fronts." We did this by continuing careful vehicle inspections, continuing marketing and varying its tone and type based on response, and pushing forward with new ideas to expand our range of services, all while keeping up with our continuous efforts to stay ahead of the competition in training and tooling. While MacArthur saw and implemented the very successful Inchon punch, from that point forward he became an armchair quarterback, content to run the war from his headquarters in far away Tokyo. Absentee ownership of a business is an enviable goal, but one

must always weigh the downside. Leaders lead from the front, not the rear, and an owner who is absent had better make sure he can have others to lead and inspire in his place. In this aspect, General Walker was actually a better example than the much more famous Mac. He was respected by his troops because of his willingness to expose himself to enemy fire, to encourage them and see how he could help them.

The Yalu River and the over-extension of the US forces: Consolidating a few solid months of moderate to good sales into a good forward position requires good leadership, to neither under- or over-estimate the enemy strength. Does a six-month stretch of good sales mean that new staff should be added? It might mean that, but not until a careful consideration can be made of the current position and whether or not it is sustainable. The 38th Parallel seemed too easy for MacArthur to content himself with, yet many lives would have been spared had he stopped there. Huge victories in business may come with a price that is too high.

Truman, MacArthur, and the Inchon success: Personalities often have a great deal to do with the success or failure of a business. Truman kept Mac as general-in-chief far longer than he wanted to because of the political downside of dismissing a war hero. Yet he learned to work around MacArthur in the meantime and kept the US out of a nuclear war with China or Russia. It is a rare business that is not afflicted with a key person that the president might wish to dismiss, yet cannot for political reasons of one kind or another. The smart leader learns to work around such difficulties to achieve business success in spite of the hardships.

By Phil Fournier, Phil's Auto Clinic, Hemet, CA www.philsautoonline.com ■

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Location and Teamwork

Two words that best describe the success of Chapter 48 — one of the largest in ASCCA.

Location: Here in Southern California, where driving is not so much a lifestyle but a necessity for most drivers, Chapter 48's shops and affiliated members have vehicles aplenty to maintain and repair.

Teamwork best describes our Board of Directors. With mutual respect and free-flowing communication in the forefront at every board meeting, tasks and projects are completed on time and within budgetary constraints. That's not to say it's always easy! But with a pre-printed agenda and a mutual respect between members, the meetings are kept short and the jobs get done.

In brief, here is what makes Chapter 48 run smoothly:

- This chapter has a paid Membership Director, who is well worth every cent! His diligence in pursuing potential members allows Chapter 48 members to do what they do best ... run their businesses. With a combination of leads provided by members and his follow-through, the membership keeps growing. He also adds a bit of fun to every Dinner Meeting and/or Shop Night with a season-oriented selection of great door prizes!
- Chapter 48 also has a paid Administrator, and again the jobs performed by this independent contractor free-up the members to focus on providing top-notch service to their customers. Publishing the monthly newsletter, creat-

ing and maintaining the chapter's website (www.ascca48.com), billing, communication (email blasts, invitations, thank you letters, new member certificates, meeting fliers/reminders, etc.) are important time-consuming tasks provided by the Administrator — and all are relevant to the success of this chapter.

- Education. We all know it's a basic necessity in our industry, and Chapter 48 has a Board position just for this purpose. So that the Education Chair doesn't have to pursue each and every workshop, seminar or class "coming down the pike," all Board members notify him whenever they hear of a class that could be of benefit to the members. In turn, he forwards these notices to the Administrator, who sends them on to members. The Board also asks for payment in advance (via check, Visa or M/C) for any fee-



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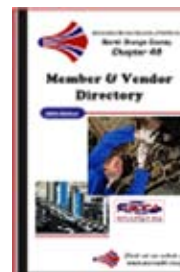
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- simple, no nonsense closings
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based educational class.

- Dinner Meetings/Shop Nights. A year-long calendar is created and distributed every January with speakers confirmed in advance. The chapter invites said speakers to talk on industry-related subjects at our monthly Dinner Meetings, held at a centrally-located restaurant, or at our more informal Shop Nights held at a member's shop, all of which foster camaraderie, i.e., they encourage members to talk shop, which is a valuable asset when like-minded professionals get together.
- A Chapter 48 Member/Vendor Directory. Now in its 2nd edition, this hardcopy booklet has been very successful as a useful tool for members and vendors alike. Plus, the sale of ads in the Directory has netted the chapter well over \$2,500 for each go-round.



Of course, all of the above is enhanced — first and foremost — by the connection with ASCCA and the professional/legislative/financial benefits it provides our members. The chapter most assuredly would not be the success it is without the affiliation with ASCCA. ■

Educational Foundation News

Scholarship Presentations

By Kris Cesena

I had the pleasure of attending Skyline College's Automotive Department Awards Banquet on May 17th as a special guest so that I could present the Past Presidents Scholarship to one of our five winners, Htet Aung. Skyline College is on the San Francisco Peninsula, and the Automotive Department organizes their own awards banquet every year, independent of the College's awards ceremony. They are an educator member of the Peninsula Chapter 23. There were nearly 200 people in attendance: students and their families, faculty and supporters of the program. After some heartfelt speeches and acknowledgments from/for the faculty, we ate a wonderful dinner and then spent two hours announcing awards, certificates and scholarships. Skyline College is host to the Toyota Technical Education Network Program (T-TEN), and there were many awards given related to this program, but Rick Escalmbre, head of the Automotive Department made certain that the evening's attendees were aware of the importance that ASCCA brings to the industry. I could say a lot more about the whole evening, and about Skyline's Automotive Program and their wonderful faculty and students, but I want to tell you a little bit about Htet.

Htet and his family emigrated here from Burma and have faced many financial hardships and educational obstacles. Ever since Htet was young he has always desired to become an automotive technician because he was stunned by how cars play a major role in everyday transportation. To that end, he started volunteering to work in auto shops when he began high school. When he applied for this scholarship, he was in his second year at Skyline, taking 15 units and working 40 hours a week at Topline Automotive. Because he hadn't taken his ASE tests yet, his wages were low and he really needed the boost that this scholarship provided.

Htet has also participated in many community service and automotive activities outside of class, including: spark plug changing at the "Automotive Olympics" in spring 2007, being an active participant in the Myanmar Student Club at City College of San Fran-

cisco, organizing a fund raiser for a Myanmar student graduating party, volunteering for a Halloween Hurricane Dance to benefit victims of Katrina, and he continues to volunteer in Burmese community fundraising activities for orphans in Myanmar, where he often uses his singing talents to generate funds for the less fortunate.

Htet has had a clear vision of what he wants to accomplish since childhood. He

wishes to become an ASE Master Technician, achieve his A.S. degree from Skyline and get a job working at a shop that specializes in European cars. Based on the grades he has received in school, the glowing letter of recommendation and the numerous awards he won that night, I have no doubt that Htet will achieve his goals. Congratulations to Htet and all of the scholarship winners for 2008. ■



Kris Cesena, ASCEF Chair, and Rick Escalmbre, Skyline College Auto Dept Head.



Htet Aung and Skyline Automotive Professor Tom Broxholm



Kris Cesena announcing the Past President's Scholarship winner Htet Aung

ASCCA Chapter Network

The Automotive Service Councils of California is made up of 28 local chapters for members to join and become actively involved. Check them out!

- Bakersfield (58) - Meetings held 4th Thurs., 6:30 PM, Call Bob Klingenberg (661) 631-5765.
- Central Coast (52) - Meetings held 3rd Wed., 6:30 PM, Call Fernando Garibay (831) 758-8277.
- East Bay (16) - Meetings held 2nd Tues., 6:30 PM, Call Steve Small (510) 427-4345.
- Foothill (5) - Meetings held 1st Tues., 6:30 PM, Call Joseph Appler (800) 564-1272.
- Fresno (25) - Meetings held 2nd Thurs., 7:00 PM, Call Ray Rasmussen (559) 259-0854.
- Hemet (32) - Meetings held 2nd Tues., 6:30 PM, Call Phil Fournier (909) 927-2101.
- Inland Empire (14) - Meetings held 3rd Tues., 7:00 PM, Call Glenn Davis (909) 946-2282.
- Long Beach (18) - Meetings held 3rd Tues., 7:00 PM, Call Scott Parsons (562) 434-4446.
- Mt. Diablo (20) - Meetings held 3rd Thurs., 7:00 PM, Call Celine Haugen (707) 251-9838.
- Napa/Solano (9) - Meetings held 2nd Tues., 7:00 PM, Call Angela Larson (707) 644-5566.
- No. Orange Co. (48) - Meetings held 3rd Wed., Call Jo Ann Fischer (714) 773-0949.
- Orange Coast (50) - Meetings held 2nd Thurs., 7:00 PM, Call Rita Thomas (949) 855-0590.
- West Los Angeles (12) - Meetings-Varies, Call Dee Cherko (310) 837-0446.
- Ventura County (2) - Meetings held 2nd Tues., 6:30 PM, Call Kathy Riggs (805) 983-8100.
- Peninsula (23) - Meetings held last Tues. of every other month, 7:00 PM, Call Angie Roberts (408) 266-9658.
- Redding (99) - Meetings held last Wed., 7:00 PM, Call Tim White (530) 246-9277.
- Sacramento (34) - Call for meeting dates and times Carol Bartels (916) 332-1883.
- San Diego (24) - Meetings held 3rd Tues., 7:30 PM, Call Stuart Terry (619) 287-4215.
- San Fernando Valley (11) - Meetings held 3rd Tues., 6:30 PM, Call Marilyn Schanley (818) 768-3656.
- San Francisco (21) - Meetings held last Wed., 6:30 PM, Call Paul Grech (415) 474-7323.
- San Joaquin Valley (6) - Meetings held 2nd Thurs., 6:30 PM, Call Andy Pollino (209) 472-9866.
- San Jose (42) - Meetings held 2nd Wed., 7:00 PM, Call Angie Roberts (408) 266-9658.
- San Luis Obispo (17) - Meetings held 3rd Wed., 7:00 PM, Call John Neiswenger (805) 772-8448.
- Santa Clarita (3) - Meetings-Varies, Call Kevin Browning (661) 251-6736.
- Santa Rosa (28) - Meetings held last Tues., 7:00 PM, Call Ann Nolen (707) 576-1855.
- South Bay (1940) - Meetings held quarterly, 6:30 PM, Call Peter Alper (310) 328-1981.
- So. Los Angeles (10) - Meetings held 2nd Tues., 7:00 PM, Call Les Morris (323) 750-0511.
- Tulare/Visalia (26) - Meetings held 4th Thurs., 7:00 PM, Call Jaimmie Hammond (559) 688-4713. ■

Continued from page 11

The service advisor lacks adequate time to properly present the estimate to the customer: Proper presentation must always include a description of goals and strategies for repairing the vehicle to show value for the money you'll be asking the customer to spend. Just because the service advisor finds time to close the sale does not mean that a 'good sale' has been closed. Making a sale simply confirms that a transaction will take place, one that can be either good or bad. Making a good sale rewards both business and customer.

Lack of adequate car count: Correcting this problem takes reviewing your current advertising and contact strategies and the success rate you're having with them. But, even before looking at that, you may need to revisit the ratios in curiosity calls vs. calls converted to appointments. You may also want to look at appointments honored vs. 'no shows'. Tracking these will help decide if low car count can be due to poor phone skills or if it's an advertising problem. Maybe even both are culprits.

Failing to thoroughly inspect every car for needed work is another contribution to low productivity. Remember, you've spent a ton of money advertising to get the car in there and spent a healthy sum on training....why would you not take full advantage of benefiting completely from the opportunity you have when the car finally comes in?

These are just some of the factors that yield poor productivity but are a good start for your research. Blame for low productivity will range from single-job to shop-wide procedures, and expectations must be discussed with everyone who will be responsible for making the changes and making them stick. ■

Industry and Endorsed Vendors Contact List

BAR, Chief	916-255-4565	Sherry Mehl
BAR, Industry Ombudsman	916-255-2893	Rick Fong
California Chamber of Commerce	916-444-6670	Headquarters
CARB	800-242-4450	General Number
EPA	202-272-0167	Headquarters
ESI	805-526-3039	Maylan Newton
ATI	866-389-7999	Linda Casey
ASC Insurance Services	916-679-2951	Chuck Coppage
ALLDATA	916-684-5200 x3008	Mauricia Lopez
CA Preferred Credit Union	415-546-3980 x2005	David Waterman
CustomerLink	916-781-4344 x107	Jill Stenson
Heartland Payment Systems	316-425-2537	Dennis Carpenter
Law Offices of David Gregory	951-781-9091	David Gregory
Kevin Landy	800-998-7498 ext: 2582	Andrew Bearese
Mitchell1	858-386-9176	Chris Hurst
Evalon	800-725-1243 x8519	Barbara Martin
PayChex	559-432-1100 x3505	Joeseeph Blinn
ConocoPhillips - Kendall Oil	310-376-0179	Bill Curry
Automated Marketing Group	303-703-8000	John Bamford
A New Direction For Us, Inc.	909-574-2866	Pam Stevens
Office Depot	408-623-8534	Dale Gluck
Pacific Management Services	559-251-4060	L. Dean Lowe
Identifix	800-745-9649	General Number
QuickTrac.biz	650-793-4245	Larry Moore
Hertz Rental	800-654-2210	General Number





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