

Dealers' Choice

INTERVIEW WITH
INCOMING TADA
BOARD CHAIR
APRIL ANCIRA

DRIVING TEXAS'
ECONOMY

WINTER 2020
Volume 62, Issue 6



OFFICIAL PUBLICATION OF THE TEXAS
AUTOMOBILE DEALERS ASSOCIATION





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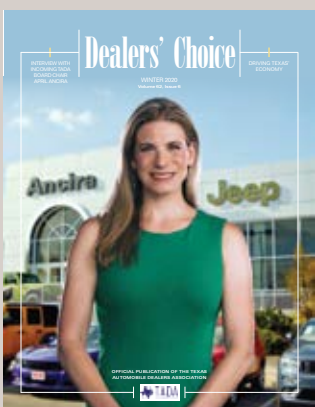
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A Message From TADA

President Darren Whitehurst



2021 couldn't get here quickly enough. This past year has provided us with innumerable challenges and I'm sure we could all apply our own adjectives to describe what the year 2020 has been — many of which would not be appropriate to share here.

In a year that has brought us many firsts, some being positive developments on the business side, I think we all share a desire to see 2020 go. It will certainly be a year that we will not forget.

As I look to the upcoming year, I am reminded of a Winston Churchill quote from his "Their Finest Hour" speech: "If we open a quarrel between past and present, we shall find that we have lost the future." Although the past is certainly an important part of who we are today, we shouldn't spend our time focused on the past. Instead, we will keep working today and prepare for the future.

For TADA, the near future means the beginning of the 117th Session of Congress, which convened on Jan. 3rd and concludes on the same date in 2023, the start of the 87th Texas Legislature, which begins the second Tuesday in January (Jan. 12th) and runs 140 calendar days, and the inauguration of our 46th President on Jan. 20th. In this era of 24/7 news cycles, there is an overload of politics and there are a lot of opinions regarding the future.

There is always uncertainty that accompanies each of these events. We must remain diligent in our advocacy efforts on behalf of Texas new vehicle dealers at the state and federal level. The TADA membership represents almost 1,400 dealerships in 290 communities across the

state. Texas dealers were responsible for over \$100 billion in total sales in 2020. As important, dealers employ more than 100,000 people and have a combined annual payroll of \$7.5 billion. On top of all you do on the business side of the ledger, Texas dealers regularly give back and strongly support philanthropic efforts within your local communities.

I have been blessed to work this past year with a dedicated team at TADA who are committed to representing Texas dealers. The staff has provided great guidance and insights to prepare for the next session and the upcoming challenges. I was fortunate to have a fantastic chair, Nancy Harper of Capitol Chevrolet in Austin, to work with my inaugural year. Nancy represents the very best of Texas dealers and was a tremendous resource. As we enter 2021, I am grateful to have April Ancira of Ancira Automotive Group in San Antonio serving as TADA Chair. Her leadership, enthusiasm, knowledge of the legislative process, and relationships in Texas politics will be particularly important for success. April is a strong spokeswoman on the important role dealers play in their communities and the Texas economy.

If there is one thing that I take away from this year, it is this — personal ownership of a vehicle has never been more important than it is right now. Texas dealers stepped up to lead consumers through an environment of change. Texas dealers' leadership and their can-do attitudes will serve TADA well throughout 2021. We are strong when we work together. I look forward to working with each of you in the New Year. Stay healthy, and my best to you in 2021! ▶

An aerial photograph of a vast, arid desert landscape. The terrain is a mix of light brown and tan hues, with numerous dark, winding tracks from off-road vehicles crisscrossing the ground. In the lower right quadrant, a small red car is driving on a dirt road, leaving a fresh track behind it. The overall scene conveys a sense of ruggedness and navigating difficult terrain.

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Interview With Incoming Chair/President April Ancira



You come from a car family, and the automotive industry would have been the obvious choice. Did you always aspire to be part of the automotive industry?

I wanted to do something different because I was shy and preferred being quiet. When I was very young, my parents thought I might go into public service. Becoming a veterinarian was also on the table because I pretty much only really spoke to animals. However, I did work for my dad between the ages of 16 and 18 because I wanted money for clothes. I was paid minimum wage – I was the only person in the dealership making minimum wage.

I also worked as a waitress. I loved it and learned a lot about people.

During the summer between earning my bachelor's degree and starting my master's program, I wanted to sell cars to earn money for school, and I found that the whole experience had

a different aspect than it had before. My first sale was to a man named Patrick Karem. It was such a good experience. We sat outside, with me sitting on concrete, and I wrote up the paperwork. He bought a car the next day. Then I sold another car. After selling four cars in two days, I was in love. I think that was the deciding factor that the auto industry was for me.

My master's degree took three semesters to earn, and while I was studying, I also worked through all departments at the dealership. I especially liked the service department. Still, I saw potential there to improve the department, and I decided that someday I would fix the problems I saw there.

I liked parts, too. After I graduated, I became an operations specialist and used my newly acquired computer skills to build reports. We currently still use a lot of the reports I made.

Is your entire family in the auto industry?

My dad has five daughters. The first two older sisters dabbled in it, but they have both passed away. My other two sisters chose different career paths. So it's me, my dad, my husband and my uncle who all work at the dealership. It's all very organic.

Describe your educational background. What did you study?

I have a bachelor's degree from Trinity University and a master's degree from the University of Texas, San Antonio. Our president, Darren, is also a Trinity graduate, by the way.

I learned how to overcome my shyness while I was at Trinity University. When I was there, I was looking at the classes I needed. I thought, "What's the scariest class I can take?" The answer was a speech class. I took it, and it was awful at first. I struggled. But I was hooked by the end of the class. My final assignment was about my journey as I learned to speak to others confidently. That class gave me so much confidence that now I won't shut up. Afterward, I became a cheerleader at Trinity. My dad thinks that I got my confidence from being a cheerleader at Trinity, and that did help, but I credit the speech class. Now I even do stand-up comedy.

I initially chose marketing as my major at Trinity, with a focus on advertising and content. But then I fell in love with trading on the stock market, so I switched my major to finance and economics. I wanted to go to Wall Street and make my mark there. This goal was realistic because my dad had a cousin who had a relationship with the management at Smith Barney, and could have helped with securing an interview when I was in my senior year in college. But then 9/11 happened, defense spending increased and there was a U.S. debt crisis. The opportunity was gone there, but I found my passion for the auto industry.

As a woman in this business, why do you think there are so few other women?

The main issue is probably scheduling. This business is hard for women even though there are more and more stay-at-home dads. When I



sold cars, there would always be a customer who could only come in on my day off; sure enough, I would find another customer once I came in, and I would end up working the entire day. I often put in long hours as a result of trying to help people.

Sales is just not a 9-to-5 job. Trying to do your job, and do it well, requires a lot of flexibility in that department. If you are unavailable, you often have to split the deal because you were unavailable for some of the time it took. In contrast, there are more women in accounting because the hours are more reliable and set.

Our society needs to shift culturally to accommodate people with families. Solving such a big, pervasive problem might be intimidating, but it has to be done. Sometimes people do have to take random days off to deal with issues such as children who are sick. As a dealership, you have to figure out how to accommodate those needs.

Do you think the industry needs to increase its efforts to employ more women?

The old stereotype was for dealership employees to talk business with men, but not with women. Now, I would say we need more women and also

more minorities. There's an industry trend to hire both because diversity makes for a healthy work environment, whether you are an employee or a customer.

We especially need to do a better job as an industry at increasing diversity in the sales and service departments. We can still accommodate our customers even if we have to juggle responsibilities. Once we do become more diverse, that's a selling point, and we need to find ways to tell people about what we've done.

We all need an atmosphere where everyone is accepted, and customers can identify with some of the dealership's employees. On a subconscious level, customers who see organizational diversity have a higher level of trust in the dealership. They know the dealership has a broader perspective than is the case at a less diverse dealership.

As a family owned business, we work hard to accommodate everyone's schedule regardless of gender. But when I can hire a female technician, I get so excited. We work to be flexible because she brings a more diverse experience with her.

Why is the automobile industry an excellent place for women?

There are opportunities in this industry if you work hard. You can gain peace of mind from dreaming big and consistently succeeding.

The majority of dealerships are very entrepreneurial, and you can make lots of money working at them. If you are a go-getter and have personal goals, you aren't limited to what you can earn with an hourly wage. Instead, you can pencil in financial goals and create a path: "If I make this much money, I can get to here." You can have more control over your life, especially if you save as much money as possible.

We have a gentleman from the Middle East at our dealership. He rode a donkey to school when he was young if it was available. He is our best salesperson, earning \$400k-\$500K, and he is currently on track to sell 800 units. That's the most he has ever sold. We can't promote him; he makes more money than I do, but he doesn't have the same responsibilities or expenses. The man is his own entrepreneurial business. That's exciting.

The next most successful salesperson is at 200 units or so, which is still great. But we also have some people who sell just eight units a month.

Are there any specific individuals who had a major impact on your career?

First is my dad. He taught me that employees are like family; without them, there is no Ancira Auto Group. My husband, Jason, is important, too. He is the micro, I am the macro, and we work so well together day-to-day.

I also credit our former president, Bill Wolters. He was a visionary who also valued involvement, and he had a lot to do with my excitement with dealers as a group. He made

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me feel that dealers were more than people who sold or fixed a piece of metal. He would say, Look at the jobs you create and the good you do in your communities. He put numbers to it. I never looked at dealers the same way after he described them. Thanks to him, I value the industry.

What is the most rewarding part of your career?

I enjoy turning the view of the industry around. I think car buying and car service should be fun. At our dealership, we love being part of the excitement.

What do you think will be some of the auto industry's dominant trends in the next 5-10 years?

It's important to see industry trends, but it's hard to put my money on any specific one when they appear on the horizon. I am bad at predicting what will happen. Instead, I decided flexibility is more important when it comes to being prepared. Flexibility allows you to move quickly to deal with something you didn't anticipate – like the sudden need for hand sanitizer!

We didn't expect COVID, but we could already make sales at the store or online and make home deliveries when it hit. I had always been a proponent of home deliveries. I was promoting them on billboards before the pandemic. We were totally ready to make home deliveries. Interestingly, we only made one or two. Most people wanted to come into the dealership. But we're still prepared for home delivery if that changes.

Everyone is looking at huge trucks right now because gas prices are low, and as a result, we've had one of our best years in the industry. We are currently selling bigger vehicles regardless of the push for smaller ones, but people will want small cars again if gas increases substantially per gallon. It's a cycle.

Long-range electric vehicles will change the dynamic between large vehicles and small ones, but since it's a push to get there, it's hard to say how quickly the shift will occur. Change in Texas happens more slowly than in states like California, and it only appears when there is some major event or significant trend.

Direct sales aren't a trend in Texas yet, because rural areas are less accessible, but they are a constant talking point.

Franchise laws are important for dealers and consumers because they can keep pricing competitive.

Why is it important to be a TADA member? What makes it beneficial?

Being a member is fantastic. We can make real-time decisions because we have great information. The staff is like a team, and they are accessible when you need help or an answer to a question. For example, if I have a legal question, I know I can call Karen and get the information I need to pivot.

TADA does work you don't have to think about so you can run your dealership. During the pandemic, they've helped to keep us safe, happy and healthy. They leverage my time. Their work will continue to be crucial in the future.

Thanks to TADA, I am also good friends with my competitors.

What inspired you to serve as a leader within the association?

It happened organically, but I have had great mentors in people like Bill. They took an interest in me. When I was 23, my dad introduced me to the local association, and then I grew up in it professionally. My dad helped; for example, he brought me along on a trip with Bill to meet with people in Mexico about NAFTA. Pam was

a mentor at SADA, and so was Rob at TADA. I was invited to meet with local politicians, too. I always said yes when I was given opportunities. You learn a lot when you say yes.

Are you involved in any civic or charitable organizations?

Annually I have major charitable goals. Every year I pick a new charity to fundraiser for and I raise between \$45k - \$350k for that charity depending on what we are trying to achieve. I always try to top what the chairman of the previous year did or break goals as an incentive.

I'm actively on 12 boards — both charitable and professional. My goal is to quit adding to that number but I have two more already on deck, so that realistically isn't happening. Ancira Auto Group as a whole donates in the six figures every year to charities. Giving back to our community is important.

If you look back at your career and life, what would be three things that you have learned that you would pass onto a younger member within the auto industry?

1. Be flexible, especially in your early years before you have a family and bills. Every "yes" moves you to the next opportunity, even if "yes" causes a bad or ugly experience first.
2. Educate yourself continuously. Start learning about the level above the next level. Do the best you can, and learn from the people who know the most. Having the right information can close a deal.
3. Communicate and network with people. You never know what running into one person can bring to you later. Sometimes there's a reason why you met them, and something great will happen later.



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TADA is a fantastic place to do all of these things, especially meeting people.

What are two things that you have learned from past experiences that are helping you navigate now?

There are two keys to weathering a storm:

- The first is having and keeping a strong financial position. Protect the dealership by making healthy decisions so you can open. Don't make desperate decisions or operate in fear.
- The second is staying positive when you are afraid.

In the late 1980s, the U.S. had to deal with an oil embargo and a stock market crash. We knew at our dealership that if we didn't turn it around

in a month, we would be done. What made it worse was that we had employees who depended on us; it is hard to let someone go. We decided we would never go through that again, and we have been cash hoarders ever since.

When the pandemic hit, we were ready.

How did you weather the pandemic storm?

We knew we couldn't shut down because we are essential. People need their transportation. We also knew that the situation in April 2020 was temporary because this economic downturn wasn't based on demand.

We started with sanitizer, a cleaning crew and mask mandates. If people felt unsafe, we told them to stay home. We changed our staffing to a

skeleton crew and rotated its members. We kept everyone employed by having our own PPP plan before anyone else offered us one. We could afford it because we had saved for that proverbial rainy day.

I saw the tragedy of COVID first-hand. This past summer we lost three employees to it. That was tough. Nothing makes up for the loss of life.

What is the takeaway for you from the pandemic that will guide your future business decisions as a small-business owner and leader?

Future business decisions will be different because of the health perspectives we gained. We were ready financially, but there was a learning curve about protecting our employee's health.

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We used to have the typical hands-off approach that many small businesses have, and we were not as involved in our employees' health as we are now. Some employees did not get the best care because they didn't know where to find it.

We loved the three employees who passed away, so we decided to be more proactively involved. We identified a doctor who is far more aggressive about doing things the hospital didn't. We think he could have saved the lives of the ones we lost. Now the HR department gets involved and will tell an employee, "You need to see this doctor." People are doing better as a result.

What are you and your dealerships doing for first responders?

Our service and sales departments focused on keeping first responders mobile.

Describe your all-time favorite vehicle (it can be one you've owned, or something on your wish list). What are you driving now?

My all-time favorite car is actually a minivan. Yep, a minivan. I drove a Chrysler Town & Country for over a decade. My husband had to pry me out of it and into an SUV.

I also owned and loved the Cadillac CTS-V — that V made it everything.

I am also a huge fan of Kia products, and I bought a Kia Telluride. Kia builds sports cars and SUVs that combine power with excellent gas mileage, and they rarely break down.

Tell us about your family.

My husband is named Jason, and we have two children, Gunner (10) and Hope (8). We also have a dog named Gracie. She's a rescue mix.

The children love her, and she calms us down. We all feel better when we pet her.

Our children are in our commercials. Some man told me it wouldn't be becoming if I were pregnant in my commercials, but I had another adviser who told me to be myself. That sounded right. We wove my pregnancy into our commercials, and later on, we involved them in reality-style TV commercials. We get a lot of favorable comments.

What is your favorite way to spend your free time? Any unusual hobbies?

My hobby is doing scary things to find out whether I can do them. That's how I got into doing stand-up comedy. It was a way to stop trying so hard. In the beginning, I bought all the joke books I could find. I also have my pilot's license. I was a horrible singer, so I took singing lessons, and I ended up singing the national anthem at a game for the San Antonio Missions baseball team.

Biking became another interest when I gained 40 pounds while I was pregnant with my son. I hired a coach to teach me how to bike. At first, I couldn't get the water bottle off after I clicked into the pedals, but I wanted to drink when I am thirsty. It took two days to learn how to clip in the bottle and not fall. But I rock it now.

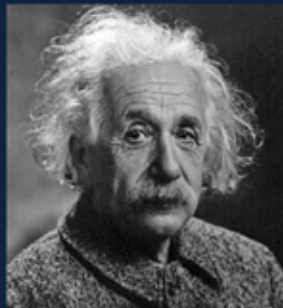
Another fitness project was competing in a small, one-hour triathlon. I won second place, but the real goal was getting back into shape. I ran a half-marathon, then I ran a full marathon, and after my daughter was born, I ran another full marathon. Now I am focused on Ironman races, where you swim, bike and run 140.6 miles. By October 2022, I hope to do my 13th ironman in Kona. ▶



With all of today's mergers and acquisitions there are two important questions **YOU** need to ask yourself.

- **Does your provider's merger or acquisition by a larger Private Equity or Publicly traded company make YOUR business better?**
 - a. *Have your costs gone down?*
 - b. *Has your level of service increased?*
 - c. *Are your results improving as a result of the merger?*
 - d. *Do you now feel more like a Big Fish in a smaller pond, or are you now a Small Fish in a bigger pond?*

- **What is the Mission Statement of the controlling entity long term?**
 - a. *Are they building a company to LAST or a company to sell again?*
 - b. *Are you going to have to go through provider ownership transitions every 4-6 years?*
 - c. *Are they cutting long term employees and expenses from the acquired providers to drive up their EBITDA for resale valuation?*



Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction.

(Albert Einstein)

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Governor Abbott Appoints Sgt. Manuel “Manny” Ramirez to Serve on the Texas Department of Motor Vehicles’ Board



Sgt. Manuel “Manny” Ramirez was appointed during fall 2020 by Governor Greg Abbott to serve on the Texas Department of Motor Vehicles’ board until Feb. 1, 2021, an appointment which is expected to be extended. The department’s responsibilities include grants to reduce vehicle burglaries or theft, regulating vehicle dealers and registering vehicles.

Manny Ramirez is a native Texan who was born and raised in the heart of Fort Worth. He is a steadfast Christian and married to the love of his life, Fabiola Ramirez. Together they have three beautiful daughters, Sofia, Mia, and Penelope. Manny is an Alumnus of W.E. Boswell High School, has earned a B.S. in Criminal Justice from Tarleton State University, and an MBA from Texas Christian University. He has dedicated his life to serving a higher purpose and has protected and served our community as a police officer for over a decade. Manny has served as a Patrol Officer, Gang Enforcement Officer, Hostage Negotiator, Robbery Detective, and Sergeant.

Manny currently serves as the President of the Fort Worth Police Officers Association, where he was elected to represent over 1,700 sworn police officers. Manny manages one of the largest public safety associations in the nation and is responsible for the direction of the Fort Worth Committee for Public Safety. In 2019, Manny’s leadership was critical in solving the 1.6 billion Fort Worth pension shortfall. Through those negotiations he helped craft a solution that set the fund on a path to sustainability without any negative impact on our taxpayers. Fort Worth is the only major city in Texas that succeeded in solving its pension crisis on a local level. Manny fights for taxpayers on the local, state, and national level, ensuring that public safety remains a top priority for our elected lawmakers. Manny has owned and operated a successful statewide construction business and knows that capitalism is the engine that drives our country.

Manny’s blue-collar upbringing taught him the value of hard work and dedication and more importantly taught him that if you want something you have to work for it. His experience managing the operations of a successful business has taught him the importance of fiscal responsibility. Manny is dedicated to working hard to create a better future for his children, his community, and his country.

Manny is a member of Texas Christian University’s Chancellors Advisory Council and the Fort Worth Chamber of Commerce. He also serves as a member of the Salvation

Army DFW’s advisory council and a board member for the Assist the Officer Fort Worth foundation, which helps officers and their families when they are sick, seriously injured or die. He also serves as a Republican Party Precinct Chair in Tarrant County Precinct 4. In 2018, the Combined Law Enforcement Agencies of Texas awarded him their Officer of the Year Award. In 2019 The Fort Worth Business Press listed him in its 40 Under 40 awards.

You just started serving on the TxDMV board. What are your thoughts about this new venture?

The Texas DMV is a very large and dynamic state agency. The executive leadership team is highly functioning and has articulated a clear vision and mission for the success of the agency. The policy making authority of the Texas DMV board is broad, and the business is critical to ensuring every Texan receives quality service.

I am excited by the opportunity to contribute to the effective and efficient leadership of such an important state agency. Combined annual revenues generated through the Texas DMV are over \$1.8 billion. The agency uses less than 10 percent of that amount to fund its operations. The balance is remitted back to the state to help fund various initiatives and projects including roadway and infrastructure improvements.

Do you think your experience is typical of board members?

I believe that having fiscally conservative and pragmatic leadership in

each of our state agencies only serves to make Texas stronger. With a commitment to eliminating waste and seeking outside of the box efficiencies I am hopeful that my values structure and experience will help move the agency forward. Each member of the Texas DMV board of directors is selected to serve by the Governor of Texas. And each board member brings a unique perspective and understanding of the functions and industries that the agency is charged with overseeing. I am honored to be joining a team of such highly esteemed professionals.

Is the agency fulfilling its mission to the public? To the regulated community?

The agency is divided into six different departments that serve the motoring public: Vehicle Titles & Registration, Motor Vehicle, Motor Carrier, Enforcement, ABTPA and Consumer Relations. In addition,

the agency has in place other departments that provide critical support to these functions. Each of these departments provide critical and unique services to the public and industry.

Overall, I would say that the agency does a tremendous job of providing services to the motoring public and the automotive industry. I would also add that the partnerships that we have forged with our counties and expertise and first-hand industry knowledge that is provided by the members of the Texas DMV Board is indispensable for providing guidance to the agency in dealing with the complex matters that come before the agency.

What are the agency's future challenges?

The Texas DMV has recently undergone Texas Sunset Commission review and is hard at work to implement many of the commission's

recommendations. The Texas DMV will always strive to provide the most effective, efficient, and responsible service to all Texans. ▶

Podcast

Sgt. Betsy Smith, retired, a representative for the National Police Association, interviewed Sgt. Ramirez in a podcast where they discussed many timely issues about police work.

To hear the full interview, please visit <https://www.podserve.fm/series/website/national-police-association-podcast,561/14609>



STANDING STRONG *with* TEXAS



THE COVID-19 PANDEMIC HAS TAKEN A TREMENDOUS TOLL ON TEXANS, BUT WE'RE GRATEFUL TO THOSE WHO ARE KEEPING TEXAS RUNNING — AND, MOST IMPORTANTLY, WORKING SAFE WHILE DOING SO. WE ALSO KNOW THAT MANY TEXANS AND TEXAS BUSINESSES HAVE BEEN AFFECTED, AND OUR HEARTS GO OUT TO ALL OF THEM DURING THIS TIME. TEXAS MUTUAL IS WORKING TO SUPPORT OUR POLICYHOLDERS AND OUR COMMUNITIES. LEARN MORE AT [TEXASMUTUAL.COM/CORONAVIRUS](https://www.texasmutual.com/coronavirus).

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*Rebate Terms: \$50 rebate is limited to a personalized plate order and must include promo code DEALER at checkout. Offer not available with any other offer and excludes layaway orders. Offer valid through December 31, 2020. Rebates are not instant, checks are sent 3-4 weeks after purchase.



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Your insurance company should understand your risks—and your goals. With Sentry, great things happen when we learn what makes your dealership unique. That's because we bring you the advantage of our deep experience insuring automotive dealers. We'll offer insights and fit you with customized insurance and related services—like smart risk management and a 401(k) retirement plan—to help you succeed.

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TIME Dealer of the Year Tim Crenwelge

Timothy Crenwelge Wins National Recognition for Community Service and Industry Accomplishments at NADA Show

The nomination of Timothy Crenwelge, dealer and general manager of Crenwelge Motors of Kerrville Inc., a Chrysler, Dodge, GMC, Jeep and Ram dealership in Kerrville, Texas, for the 2021 TIME Dealer of the Year award was announced Oct. 23, 2020, by TIME.

Crenwelge is one of a select group of 40 dealer nominees from across the country who will be honored at the 104th annual National Automobile Dealers Association (NADA) Show being held virtually Feb. 9-11, 2021. The announcement of this year’s annual award was made by Viktoria Degtar, Global Chief Revenue Officer, TIME, and Doug Timmerman, president of Auto Finance for Ally Financial.

The TIME Dealer of the Year award is one of the automobile industry’s most prestigious and highly coveted honors. Recipients are among the nation’s most successful auto dealers who also demonstrate a long-standing commitment to community service. Crenwelge, 61, was chosen to represent the Texas Automobile Dealers Association in the national competition — one of only 41 auto dealers nominated for the 52nd annual award from more than 16,000 nationwide.

“I literally grew up in the car business and never once considered doing anything else,” nominee Crenwelge said. “I am a third-generation dealer, and my dad taught me that commitment to family and community is the most

important thing. This is the business model I follow and what has gotten me to where I am today.”

Crenwelge received a BBA from the University of Texas at Austin in 1981 in preparation for his career at the family store. “When I was 13 years old, my father told me it was time to start working at the dealership,” he remembered, “so I began by washing cars and eventually gained experience in every department, except sales, by the time I graduated from high school.”

During college, Crenwelge learned the sales side of the business. Once he returned to the dealership full-time after graduation, he attended a Chrysler training program for dealers’ children. His father then purchased a second dealership in Fredericksburg, Texas, and Crenwelge was named the Kerrville store’s general manager. In 1982, Crenwelge himself had the opportunity to purchase a local GMC dealership. “I became the youngest General Motors dealer in the United States at age 23,” he said.

Today, Crenwelge, his father, Milton, and brother, Jonathan, own Crenwelge Automotive Group, which encompasses three dealerships in Kerrville and Fredericksburg, representing Chrysler, Dodge, GMC, Jeep and RAM.

With such a rich history in the retail automobile industry in his state, Crenwelge has devoted a great deal of time and talent to the Texas Automobile Dealers Association,

having served the group continuously for more than 30 years in various capacities, including area director, district director, vice chair and, currently, trustee for the Texas Dealer Academy, which he considers his greatest achievement for the group.

Crenwelge founded the academy in 2010 to create a structured program of educational and operating training for sons and daughters of Texas auto dealers and other employees identified by the dealers as tomorrow's leaders in the industry.

"It has been a labor of love for me to make decisions that influence the future of my family and the families of my fellow dealers," he said. "As a third-generation auto dealer myself, I understand the importance of grooming eventual successors and providing them with the tools and knowledge necessary for success."

For spearheading this valuable program and his efforts to advance higher education opportunities through the Hill Country University Center in Fredericksburg, Crenwelge received the Northwood University Dealer Education Award in 2016.

He is equally committed to making a difference in his community. After watching a presentation by a developer for a hotel on Marktplatz (Market Square) in Fredericksburg, Crenwelge decided to run for city council and later mayor, to help curtail further commercialization of the property and maintain the quality of life in the area.

"During my 20-year tenure on council, we returned this land to its originally intended purpose as the cultural and recreational focal point of our community," he said. He was also instrumental in the historic St. Joseph Halle's successful renovation, one of the last historic buildings restored in the town.

"I served on the capital campaign that raised the \$3 million to restore the structure to its original grandeur and today, it serves as a beautiful performance and event venue," Crenwelge said.

Other groups that he has supported and served include the Gillespie County Historical Society, City of Fredericksburg Market Square Redevelopment Commission, National Museum of the Pacific War (Fredericksburg), Community Foundation of the Texas Hill Country, Kerrville Noon Rotary Club and many others.

continued on page 20

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During college, Crenwelge learned the sales side of the business. Once he returned to the dealership full-time after graduation, he attended a Chrysler training program for dealers' children. His father then purchased a second dealership in Fredericksburg, Texas, and Crenwelge was named the Kerrville store's general manager.

continued from page 19

Dealers are nominated by the executives of state and metro dealer associations around the country. The award is sponsored by TIME in association with Ally Financial and in cooperation with NADA. A panel of faculty members from the Tauber Institute for Global Operations at the University of Michigan will select one finalist from each of the four NADA regions and one national Dealer of the Year. Three finalists will receive \$5,000 for their favorite charities, and the winner will receive \$10,000 to give to charity.

In its 10th year as exclusive sponsor, Ally will also recognize dealer nominees and their community efforts by contributing \$1,000 to each nominee's 501(c)(3) charity of choice. Nominees will be recognized on AllyDealerHeroes.com, highlighting the philanthropic contributions and achievements of TIME Dealer of the Year nominees.

"The TIME Dealer of the Year award celebrates the country's top dealers who understand that their businesses thrive when they give back and help their communities grow," Timmerman said. "In short, the award recognizes dealers who do it right in their businesses and their communities."

Crenwelge was nominated for the TIME Dealer of the Year award by Darren Whitehurst, president of the Texas Automobile Dealers Association. Crenwelge is the father of three adult children, Katherine, Jacquelyn and Aaron, each of whom have worked at the family dealerships over the years. His two youngest children are still in college at this time. ▶

About TIME USA LLC

TIME is a global media brand that reaches a combined audience of more than 100 million worldwide, including over 40 million digital visitors each month and 45 million social followers. A trusted destination for reporting and insight, TIME's mission is to tell the stories that matter most, lead conversations that change the world and deepen understanding

of the ideas and events that define our time. With unparalleled access to the world's most influential people, the immeasurable trust of consumers globally, an unrivaled power to convene, TIME is one of the world's most recognizable media brands with renowned franchises that include the TIME 100 Most Influential People, Person of the Year, Firsts, Best Inventions, World's Greatest Places and premium events including the TIME 100 Summit and Gala, TIME 100 Health Summit, TIME 100 Next and more.

About Ally Financial Inc.

Ally Financial Inc. (NYSE: ALLY) is a leading digital financial services company with \$185.3 billion in assets as of Sept. 30, 2020. As a customer-centric company with passionate customer service and innovative financial solutions, we are relentlessly focused on "Doing it Right" and being a trusted financial-services provider to our consumer, commercial and corporate customers. We are one of the largest full-service automotive-finance operations in the country and offer a wide range of financial services and insurance products to automotive dealerships and consumers. Our award-winning online bank (Ally Bank, Member FDIC and Equal Housing Lender) offers mortgage lending, personal lending and a variety of deposit and other banking products, including savings, money-market, and checking accounts, certificates of deposit (CDs), and individual retirement accounts (IRAs). Additionally, we offer securities-brokerage and investment-advisory services through Ally Invest. Our robust corporate finance business offers capital for equity sponsors and middle-market companies.

For more information and disclosures about Ally, visit <https://www.ally.com/#disclosures>.

About the NADA Show

The annual NADA Show brings together more than 20,000 franchised dealers and their employees, industry leaders, manufacturers and exhibitors to learn about the latest auto industry tools, trends, products and technologies.

Texas Tech (Rawls School of Business) Distinguished Alumni Award —

David Alderson



*David Alderson
President and CEO, Alderson Enterprises, LP
BBA General Business 1986*

David G. Alderson embodies leadership. From his service to the city, community and alma mater, David's reach and influence are remarkable as he has risen in the automobile industry.

The Texas Tech alumnus began his tenure at Alderson Enterprises in 1984 while working toward his business degree, starting as a salesperson. Less than a decade later, in 1992, David was named general manager, and he became president/CEO in 1998. He also served as stockholder and officer for Fiesta Motors of Lubbock from 2001, when it established its finance company, to 2015.

As selfless as he is talented, David has served dozens of years for local, regional, and national organizations in civic, education and professional domains. A fixture in the luxury automobile industry, he currently serves

The Texas Tech alumnus began his tenure at Alderson Enterprises in 1984 while working toward his business degree, starting as a salesperson.

on the Cadillac National Dealer Council, his third stint dating back to 1993. David began his regional work on Cadillac's Southwest Zone Council in 1992, also working two terms on the Southern Area Lexus Dealer Council from 2008 to 2011.

At the state level, David has been a board member for the Texas Automobile Dealers Association since 1999. Since then, he has served as a Northwest Region Director, on the executive committee from 1996 to 1999, as chair-elect in 2009 and as chair in 2010.

Locally, David's commitment to his community is second to none. He has served two nonprofit agencies as chair after terms on the board of directors. He was on the Lubbock Area United Way Board of Directors in 2010 and worked as campaign chair in 2012. David also served as chair of the Lubbock Economic Development Alliance from 2003 to 2009 after joining the alliance in 2002.

The Lubbock native has worked tirelessly on the revitalization of his hometown. He joined the Lubbock Downtown Development Corporation as a member of the board of directors and moved into the chair

position in May 2018, where he continues to serve. Since 2016, he has been a board member of the City of Lubbock Downtown Tax Increment Financing Board.

David's involvement in local education also has been long-standing. He has been a member of the Chancellor's Council at Texas Tech University since 1995, serving on the board of directors from 2006 to 2010, and then as chair from 2009 to 2011. He helped launch the Talkington School for Young Women Leaders as a member of its Advisory Council from 2008 to 2012; he then joined the finance committee and continues in that capacity.

David also has been tapped for his leadership in the private industry. He was a member of the board of directors for the Lubbock Country Club from 1998 to 2001. For Lubbock National Bank, within his capacity as a board member from 2004 to 2013, he has served on the Capital Management Committee, the Compliance Committee, the Strategic Planning Committee, the Marketing Committee and the Loan Committee.

David earned his Bachelor of Business Administration from Texas Tech University in 1986. ▶

2021 TADA LEADERSHIP



Joe Chastang
Chair-Elect



April Ancira
Chair



Nancy Harper
Immediate Past Chair

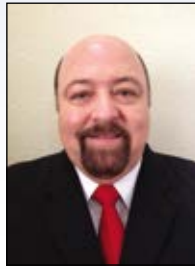
2021 TADA EXECUTIVE COMMITTEE



Bob Boggus
South



Daniel Bradley
Northwest



Robert Brown
Southwest



Brian Bruckner
Texas Truck Dealers Chairman



Greg Bruner
West



Don Herring, Jr.
Northeast



Harry Patterson
North



Scott Peters
East



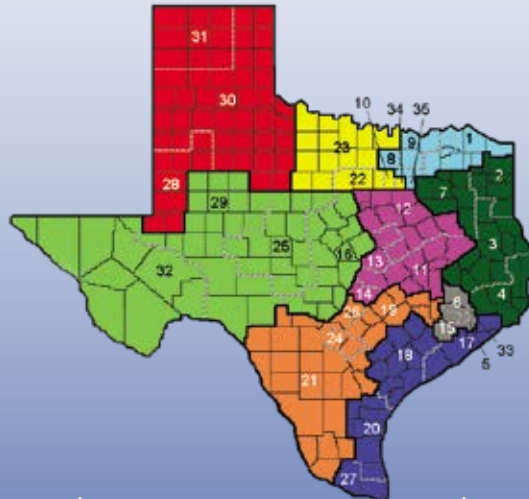
Mark Rowe
Central



W.C. Smith, III
Southeast



Karen Phillips
Executive Vice President
General Counsel



Darren Whitehurst
President

www.tada.org

2021 TADA LEADERSHIP

TADA REGIONS AND DISTRICTS

Chair: April Ancira
Chair-Elect: Joe Chastang
Immediate Past Chair: Nancy Harper
Texas Truck Dealers Chair: Brian M. Bruckner

NORTHWEST

Vice Chair, Daniel Bradley

District Directors

28 David Zwlacher 30 John Roley
31 John Luciano

NORTH

Vice Chair, Harry Patterson

District Directors

10 Tony Pack 22 Stephen Gilchrist
23 Paul Tigrett 34 Mark Daniels

CENTRAL

Vice Chair, Mark Rowe

District Directors

11 Julie Herrera 12 Mike Zorn
13 Mary Frances Karr-Ellis 14 T. Harper

WEST

Vice Chair, Greg Bruner

District Directors

16 Tim Crenwelge 25 Jimmy Bass
29 Bill Pollard, Jr. 32 Dennis Neessen

NORTHEAST

Vice Chair, Don Herring Jr.

District Directors

1 C.J. Barnett 8 Richard Allen
9 Brandon Tomes 35 Jereme Schoemaker

SOUTHEAST

Vice Chair, W.C. Smith III

District Directors

5 Jason Feldman 6 Kirby Janke
15 Chris Poulos 33 Tony Gullo, Jr.

SOUTHWEST

Vice Chair, Robert Brown

District Directors

19 Ryan Kirkpatrick 21 Pat Schuchart
24 Joseph Shields 26 Mark Stevenson

EAST

Vice Chair, Scott Peters

District Directors

2 Fernando Varela 3 Marlin Jones
4 Janet Martin-Clark 7 Andrea Gibbs Pickens

SOUTH

Vice Chair, Bob Boggus

District Directors

17 Howie Bentley 18 Don Whitaker
20 Evelyn Sames 27 Bud Payne

DIRECTORS AT-LARGE

Car Dealers

Benny Boyd
Bryan Case, Sr.
Carlos Liriano
Paula Lohse
Jeff Rachor
Mike Sullivan

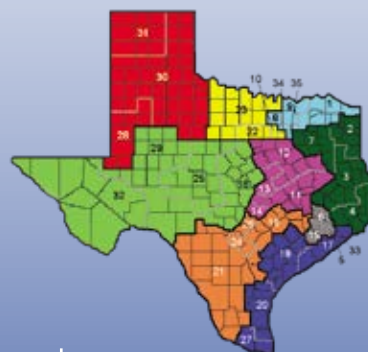
Truck Dealers

James Bennie

METRO CHAIRS

April Ancira
James Bagan
Jesse Burguete
Roger Elswick

Charlie Gilchrist
Brent McGavock
Joe Negrete



2021 TADA BOARD OF DIRECTORS



Richard Allen
Northeast
District 8



April Ancira
Metro
Chair



James Bagan
Metro
Chair



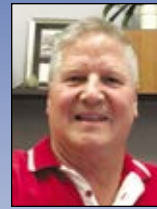
C.J. Barnett
Northeast
District 1



Jimmy Bass
West
District 25



James Bennie
At-Large



Howie Bentley
South
District 17



Benny Boyd
At-Large



Jesse Burguete
Metro
Chair



Bryan Case, Sr.
At-Large



Tim Crenwelge
West
District 16



Mark Daniels
North
District 34



Roger Elswick
Metro
Chair



Jason Feldman
Southeast
District 5



Charlie Gilchrist
Metro
Chair



Steven Gilchrist
North
District 22



Tony Gullo, Jr.
Southeast
District 33



T. Harper
Central
District 14



Julie Herrera
Central
District 11



Kirby Janke
Southeast
District 6



Marlin Jones
East
District 3



Mary Frances Karr-Ellis
Central
District 13



Ryan Kirkpatrick
Southwest
District 19



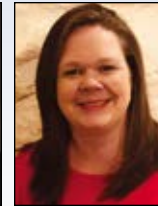
Carlos Liriano
At-Large



Paula Lohse
At-Large



John Luciano
Northwest
District 31



Janet Martin-Clark
East
District 4



Brent McGavock
Metro
Chair



Dennis Neessen
West
District 32



Joe Negrete
Metro
Chair



Tony Pack
North
District 10



Bud Payne
South
District 27



Andrea Gibbs Pickens
East
District 7



Bill Pollard, Jr.
West
District 29



Chris Poulos
Southeast
District 15



Jeff Rachor
At-Large



John Roley
Northwest
District 30



Evelyn Sames
South
District 20



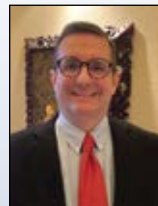
Jereme Schoemaker
Northeast
District 35



Pat Schuchart
Southwest
District 21



Joseph Shields
Southwest
District 24



Mark Stevenson
Southwest
District 26



Mike Sullivan
At-Large



Paul Tigrett
North
District 23



Brandon Tomes
Northeast
District 9



Fernando Varela
East
District 2



Don Whitaker
South
District 18



Mike Zorn
Central
District 12

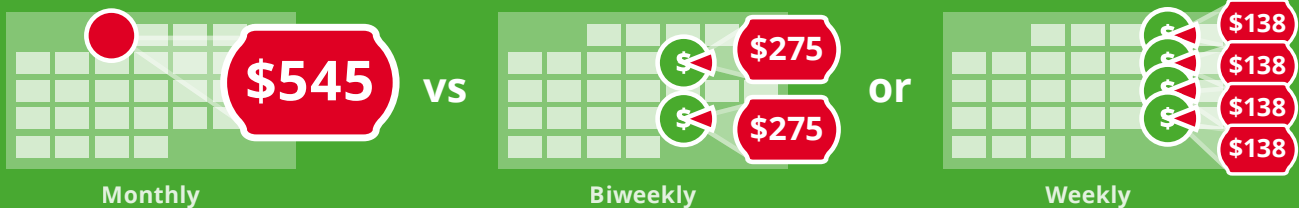


David Zwiacher
Northwest
District 28

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Driving Texas' Economy

Annual Contribution of Texas' New-Car Dealers

Numbers reflect annual economic activity during 2019.



1,200
DEALERSHIPS
(new car)



221,096
TOTAL JOBS
(created by dealerships)
Includes 101,258 direct jobs and
119,837 indirect and induced jobs.



84
EMPLOYEES
(average per
dealership)



\$94.2B
TOTAL SALES

(all dealerships)



\$6.7B
PAYROLL

\$66,625

Average Annual
Earnings

\$1.3B

State and Federal
Income Taxes Paid

Includes income taxes paid for direct,
indirect and induced jobs.



9.2%
REGISTRATIONS
Texas' Share of Total U.S.
New-Vehicle Registrations

\$5.9B
**STATE SALES
TAX PAID**

Sources: Center for Automotive
Research, IHS Markit, NADA,
Taxfoundation.org, U.S. Bureau
of Labor Statistics.



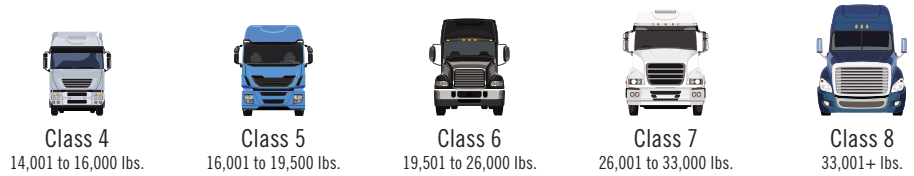
NATIONAL AUTOMOBILE DEALERS ASSOCIATION

NADA Industry Analysis | 8484 Westpark Drive, Suite 500, Tysons, VA 22102 | 800.557.6232 | economics@nada.org
NADA Legislative Affairs | 412 First St. SE | Washington, DC 20003 | 800.563.5500 | legislative@nada.org

Driving Texas' Economy

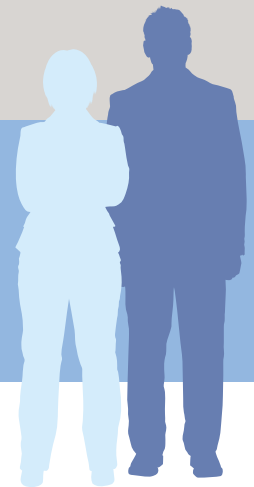
Annual Contribution of Texas' Class 4-8 New-Truck Dealers

Numbers reflect annual economic activity during 2019.



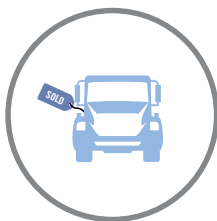
183

TOTAL NEW-TRUCK DEALERSHIPS



DEALERSHIP EMPLOYEES

12,139



\$8.9B

TOTAL SALES



\$626M

PAYROLL



39,757

ANNUAL REGISTRATIONS
(Class 4-8 new trucks)



AMERICAN TRUCK DEALERS

NADA Industry Analysis | 8484 Westpark Drive, Suite 500, Tysons, VA 22102 | 800.557.6232 | economics@nada.org

NADA Legislative Affairs | 412 First St. SE | Washington, DC 20003 | 800.563.5500 | legislative@nada.org

Sources: IHS Markit, NADA.

Making a Difference

Park Place Motorcars Arlington Recognized Local Organizations for Their Community Efforts

In celebration of its five-year anniversary, PARK PLACE MOTORCARS ARLINGTON recognized five local organizations for their efforts in the community amid difficult conditions this year. The organizations were chosen based on their commitment to education, children and health. Each one received a \$2,000.00 donation from Park Place.

- Mansfield Education Foundation
- Texas Rangers Baseball Foundation
- Boys & Girls Club of Arlington
- Arlington Education Foundation
- Texas Health Arlington Memorial



Boggus Ford Harlingen Donates to 5ST/EPU7



Thanks, Boggus Ford Harlingen, for the thoughtful donations! 5ST/EPU7 really appreciates them!

Capitol Chevrolet Delivers Trees to Elderly Residents



We are so proud of our office ladies! We delivered 40 Christmas trees to the Walnut Springs Healthcare and Rehab Center in Seguin for elderly residents to decorate, place in their rooms and find the spirit of Christmas, and hopefully some happiness, during the holiday season.

Jim Tipton of Tipton Hyundai Gives New Car to a Well-Deserving Health Care Professional

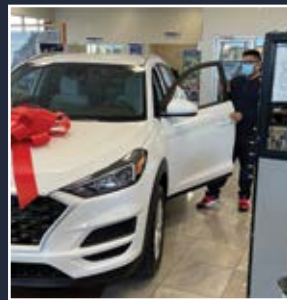


Jim Tipton, Armando Garcia and his wife.

On Dec. 23, 2020, owner Jim Tipton of Tipton Hyundai in Brownsville, Texas, gave away a brand new 2021 Hyundai Tucson to a well-deserving health care professional in the Rio Grande Valley.

His personal experience with COVID-19 was when he spent nine days at Valley Regional Hospital in Brownsville fighting the virus. He recalls how difficult the conditions were. In the hospital, he watched health care professionals give so tirelessly to so many fighting for their lives. He knew he had to do something to help people right here in his community and wanted to give back. He and his staff decided to raffle a new 2021 Hyundai Tucson to any health care professional in Cameron, Hidalgo or Willacy county.

On Dec. 23, 2020, the lucky winner was drawn — Armando Garcia, from Brownsville, Texas. Along with a new car, Pronto Insurance gave a year's worth of insurance, and Briskey & Perez Insurance gave the lucky winner gas for a year. Tipton Hyundai employees felt true Christmas joy and are committed to continuing to support their community.



continued on page 30



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SA Auto Dealers Launched “Dealers Aligned for COVID Relief”

New program gave \$10 from alignments to the COVID-19 Community Response Fund

(San Antonio, Texas) Aug. 10, 2020 — SA Auto Dealers (SADA) launched “Dealers Aligned for COVID Relief.” For September, participating SADA dealerships donated \$10 for every alignment provided to customers.

“SA Auto Dealers is happy to support community efforts as everyone works to help one another amidst the Covid-19 crisis,” said Pam Crail, President SA Auto Dealers.

SADA donated 100% of the funds raised from “Dealers Aligned for COVID Relief” to support the COVID-19 Community Response Fund managed by the San Antonio Area Foundation and the United Way of San Antonio and Bexar County.



Participating dealerships included:

Ancira Buick GMC	Cavender Toyota	North Park Mazda
Ancira Chrysler Jeep Dodge RAM	Gillman Honda	North Park Subaru
Ancira Kia	Gillman Mitsubishi	North Park Subaru Dominion
Ancira Nissan	Gillman Subaru	North Park Toyota of San Antonio
Ancira Volkswagen	Gunn Acura	North Park Volkswagen of Dominion
Ancira Winton Chevrolet	Gunn Buick GMC	Red McCombs Hyundai, NW
Ancira Ford	Gunn Chevrolet	Red McCombs Superior Hyundai
Audi North Park	Gunn Honda	Red McCombs Toyota
BMW of San Antonio	Gunn Nissan	Vara Chevrolet
Cavender Audi	Jordan Ford	Volvo of San Antonio
Cavender Buick GMC, North	Land Rover San Antonio	World Car Hyundai Kia
Cavender Buick GMC, West	North Park Chevrolet Castroville	World Car Mazda Kia
Cavender Cadillac	North Park Lexus at Dominion	World Car Mazda Kia North
Cavender Chevrolet	North Park Lexus of San Antonio	World Car Nissan Hyundai
	North Park Lincoln	



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Hurricane Harvey



George W. Bush Presidential Library



Buckalew Elementary School



Texas Special Olympics

For more information on donating to the TADA Foundation email: info@tada.org

The purposes for which the Foundation is organized are:

1. To promote motor vehicle and driver safety;
2. To provide support to educational institutions and to individuals;
3. To present lectures, seminars, discussions, and similar instructional endeavors related to serving the public welfare, including the automotive industry;
4. To prepare and maintain information regarding the legal, social, economic, and other aspects of the automotive industry;
5. To receive contributions from individuals, businesses, and entities who wish to contribute to promote the mission and purpose of the Foundation;
6. Notwithstanding any other provision of these Articles of Incorporation, the objectives and purposes of this corporation are chari-table, educational, and scientific within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, or corresponding provisions of any future federal tax code.

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"Our customers are wowed by this dealership. I get comments all the time that we don't look or feel like a car dealership but more like an art gallery or a high-end hotel lobby. In addition, guests tell me that it's very comfortable and relaxing. Our architect, Jim Stephenson, was able to take the design elements required by Infiniti, along with our desires, and create a dealership like no other. As with all construction projects, there are usually things you wish you could have done differently. With this project, there isn't a single thing I would change."

George Grubbs III

Executive Manager, Grubbs Infiniti



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