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# CRVA Operational Improvement Plan Update

July 21, 2011

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# Plan Influences

- CRVA Strategic Plan (Adopted 3/11)
- Galilee Agency Feedback
- PriceWaterhouseCoopers Report
- CRVA Board & Staff Dialogue

# Plan Action Items

**#1:** Policy Revision: Expense Reporting

Projected Completion Date: 8/10/11

Original Date: 9/1/11

**#2:** Policy Revision: Internal Use of Venues

Projected Completion Date: 8/10/11

Original Date: 9/1/11

**#3:** Policy Revision: 3rd Party Evt Management

Projected Completion Date: 8/10/11

Original Date: 9/1/11

# Plan Action Items, Cont.

## #4: Organizational Structure Improvements

Projected Completion Date: 11/1/11

Original Date: 11/1/11

## #5: Human Resources Improvements

Projected Completion Date: 1/1/12

Original Date: 1/1/12

## #6: Strategic Plan Implementation

Projected Completion Date: 10/31/11

Original Date: 10/31/11

# Plan Action Items, Cont.

## #7: Budget Process Improvements

Projected Completion Date: 8/10/11

Original Date: 1/1/12

## #8: Communications Plan Improvements

Projected Completion Date: 9/30/11

Original Date: 9/30/11

# Policy Revision: Expense Reporting

Lead: Senior Staff, Board Operations Committee,  
Audit and Compliance Committee

- Goal: Enhance internal expense reporting controls through improved processes and procedures that assure CRVA market competitiveness as well as public accountability.

<u>Action Steps</u>	<u>Target Dates</u>
• Review current policies/procedures	June 30, 2011
• Review best practices for similar organizations	July 8, 2011
• Draft new policy	July 13, 2011
• Review by Board Operations Committee	July 18, 2011
• Review by Finance and Compliance Committee	July 25, 2011
• Submit for board approval	August 10, 2011
• Communicate internally	August 31, 2011
• Implement	September 1, 2011

# Policy Revision: Internal Use of Venues

Lead: Senior Staff and Board Operations Committee

- Goal: Implement policies and procedures to assure appropriate use of CRVA venues and related events by employees, board members and stakeholders.

<u>Action Steps</u>	<u>Target Dates</u>
• Review current policy/process	May 31, 2011
• Review best practices by similar organizations	July 15, 2011
• Define “appropriate” use of venues	July 21, 2011
• Draft recommendations	July 25, 2011
• Review by Board Operations Committee	July 27, 2011
• Submit for board approval	August 10, 2011
• Communicate internally	August 31, 2011
• Implement	September 1, 2011

# Policy Revision: 3rd Party Evt Management

Lead: Senior Staff and Board Operations Committee

- Goal: Provide clients with needed event support, while assuring appropriate use of existing staff or identification of outside contractors, all through written agreements.

<u>Action Steps</u>	<u>Target Dates</u>
• Review current policy/process	May 31, 2011
• Review best practices by similar organizations	July 16, 2011
• Draft recommendations	July 18, 2011
• Review with Board Operations Committee	July 27, 2011
• Submit for board approval	August 10, 2011
• Communicate internally	August 31, 2011
• Implement	September 1, 2011

# Organizational Structure Improvements

**Lead: Senior Staff and Board Operations Committee**

- Goal: Increase organizational efficiency through the full integration CRVA operating, marketing, and administrative functions, including the NASCAR Hall of Fame.

<u>Action Steps</u>	<u>Target Dates</u>
• Assess current level of integration	January, 2011
• Identify integration opportunities	August
• Review best practices by similar organizations	August
• Develop and evaluate list of integration opportunities	September
• Align proposed plans with HR improvement plans	September
• Review plans with Board Operations Committee	October
• Submit Plan to Board for Approval	October
• Communicate internally	October
• Implement	November 1, 2011

# Human Resources Improvements

Lead: Senior Staff and Board Operations Committee

- Goal: Foster a talented and inspired CRVA staff through a comprehensive approach to human resource development.

<u>Action Steps</u>	<u>Target Dates</u>
• Complete input from employees	July
• Develop response to employee input	July
• Conduct comprehensive review of all positions	September
• Conduct comprehensive salary and benefits review	September
• Development of professional development programs	September
• Draft recommendations	September
• Review by Board Operations Committee	September
• Submit for board approval	October
• Communicate internally	November
• Implement	January 1, 2012

# Strategic Plan Implementation

Lead: Senior Staff and Strategic Planning Committee

- Goal: Enhance accountability and board oversight related to goals, objectives and tactical implementation by senior management through the implementation of the strategic plan approved by the CRVA Board in March of 2011.

<u>Action Steps</u>	<u>Target Dates</u>
• Review current metrics/goals/objectives	July
• Revise goals and objectives as needed	July
• Draft metrics and balanced scorecard	August
• Review by Board Strategic Planning Committee	August
• Establish ongoing system for board oversight	September
• Submit for board approval	October
• Communicate internally	October
• Implement	October 31, 2011

# Budget Process Improvements

## Lead: Senior Staff and Budget Committee

- Goal: Enhance the organizational budget process, including expanded involvement of the Budget Committee during earlier stages.

<u>Action Steps</u>	<u>Target Dates</u>
• Review current process	June 30, 2011
• Staff draft recommendations for change	July 22, 2011
• Review by Budget Committee	July 25, 2011
• Submit for board approval	August 10, 2011
• Communicate internally	August 31, 2011
• Implement	October, 2011 (for FY 13 Budget)

# Communications Plan Improvements

**Lead: Senior Staff and Board Executive Committee**

- Goal: Enhance internal and external communications through a comprehensive and integrated strategy.

<u>Action Steps</u>	<u>Target Dates</u>
• Review plan developed by CRVA Communications	July
• Revise plan to meet current environment	July
• Peer review by professional communications firm	August
• Review by Board Executive Committee	August
• Submit for board approval	September
• Implement	September 30, 2011

# Responsibility

- Development and Execution:
  - Chief Executive and Senior Staff
- Process Oversight:
  - CRVA Board Operations Committee
  - CRVA Budget Committee
  - CRVA Audit and Compliance Committee
- Final Review and Approval:
  - CRVA Board

# Moving Forward

- June 27: Council Briefing
- June 28: CRVA Employee Briefing
- July-August:
  - Staff development on all Action Items
  - Board oversight and engagement of Action Item development
- July 25: Plan Update for Council