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# CRVA Operational Improvement Plan Update

February 8, 2012



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## Plan Influences

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



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# 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



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# Plan Action Items, Cont.

**#4: Organizational Structure Improvements**

Projected Completion Date: TBD (In Progress)

Original Date: 11/1/11

**#5: Human Resources Improvements**

Projected Completion Date: TBD (In Progress)

Original Date: 1/1/12

**#6: Strategic Plan Implementation**

Projected Completion Date: 10/31/11

Original Date: 11/9/11



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# 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: 10/31/11

Original Date: 9/30/11



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## 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 & 27, 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



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# 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



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# 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	1 <sup>st</sup> Qtr, 2012
• Identify integration opportunities	1 <sup>st</sup> Qtr, 2012
• Review best practices by similar organizations	1 <sup>st</sup> Qtr, 2012
• Develop and evaluate list of integration opportunities	1 <sup>st</sup> Qtr, 2012
• Align proposed plans with HR improvement plans	2 <sup>nd</sup> Qtr, 2012
• Review plans with Board Operations Committee	2 <sup>nd</sup> Qtr, 2012
• Submit Plan to Board for Approval	2 <sup>nd</sup> Qtr, 2012
• Communicate internally	2 <sup>nd</sup> Qtr, 2012
• Implement	3 <sup>rd</sup> Qtr, 2012



# 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	January 12, 2012
• Develop and communicate response to employee input	March, 2012
• Review and Update Position Descriptions	2 <sup>nd</sup> Qtr, 2012
• Evaluate revised positions, design compensation system	4 <sup>th</sup> Qtr, 2012
• Develop training programs	4 <sup>th</sup> Qtr, 2012
• Draft HR Plan recommendation	2 <sup>nd</sup> Qtr, 2012
• Review by Board Operations Committee	2 <sup>nd</sup> Qtr, 2012
• Submit for board approval	2 <sup>nd</sup> Qtr, 2012
• Communicate internally	2 <sup>nd</sup> Qtr, 2012
• Implement	3 <sup>rd</sup> Qtr, 2012



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# 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	August
• Draft metrics and balanced scorecard	October
• Review by Board Strategic Planning Committee	October
• Establish ongoing system for board oversight	October
• Submit for board approval	October
• Communicate internally	October
• Implement	October 31, 2011



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# 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)



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# 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 review	September
• Board discussion and approval	October 12, 2011
• Implement	October 31, 2011



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## 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



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# Moving Forward

- November-December
  - Communications Plan: Implementation
  - Strategic Plan: Implementation, Continued Refinement
- First Quarter, 2012
  - Begin Human Resources Improvements
  - Begin Organizational Improvement due diligence