
CRVA

Operational Improvement Plan

June 27, 2011

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: 9/1/11

#2: Policy Revision: Internal Use of Venues

Projected Completion Date: 9/1/11

#3: Policy Revision: 3rd Party Evt Management

Projected Completion Date: 9/1/11

#4: Organizational Structure Improvements

Projected Completion Date: 11/1/11

Plan Action Items, Cont.

#5: Human Resources Improvements

Projected Completion Date: 1/1/12

#6: Strategic Plan Implementation

Projected Completion Date: 10/31/11

#7: Budget Process Improvements

Projected Completion Date: 1/1/12

#8: Communications Plan Improvements

Projected Completion Date: 9/30/11

Policy Revision: Expense Reporting

- 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	August, 2010
• Review best practices for similar organizations	July
• Draft new policy	July
• Review by Audit/Compliance Committee	July
• Submit for board approval	August
• Communicate internally	August
• Implement	September 1, 2011

Policy Revision: Internal Use of Venues

- 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
• Review best practices by similar organizations	July
• Define “appropriate” use of venues	July
• Draft recommendations	July
• Review by Board Operations Committee	July
• Submit for board approval	August
• Communicate internally	August
• Implement	September 1, 2011

Policy Revision: Third Party Event Management

- 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
• Review best practices by similar organizations	July
• Draft recommendations	July
• Review with Board Operations Committee	July
• Submit for board approval	August
• Communicate internally	August
• Implement	September 1, 2011

Organizational Structure Improvements

- 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

- 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

- 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

- 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
• Staff draft recommendations for change	July
• Review by Budget Committee	August
• Submit for board approval	September
• Communicate internally	September
• Implement	January (for FY 13 Budget)

Communications Plan Improvements

- 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
- 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 22: Plan Update for Council