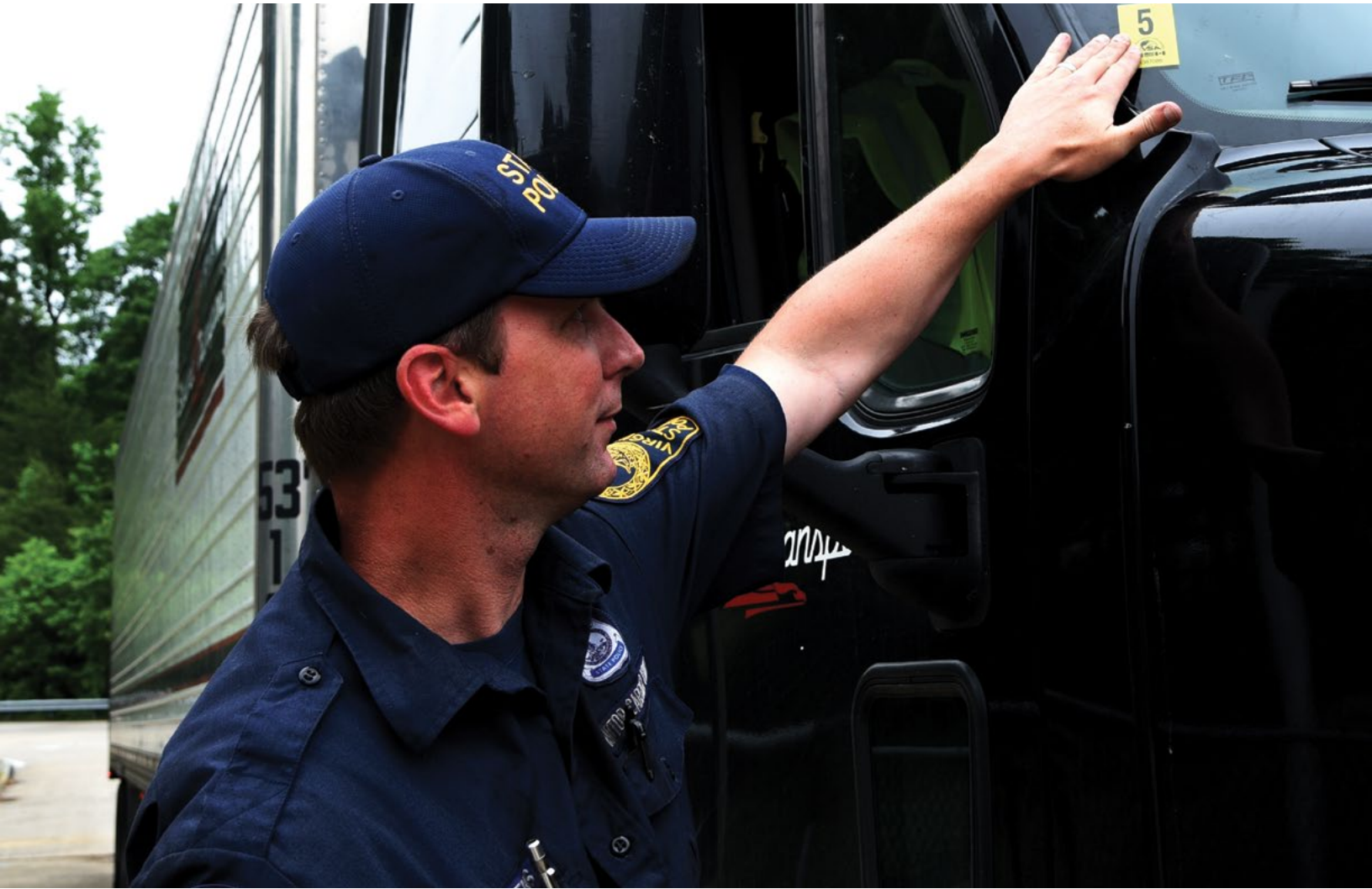


Commercial Vehicle Safety Alliance



CVSA®

STRATEGIC PLAN REPORT CARD

A Message from the Executive Director



In February 2016, after a one-year process that included an environmental scan, document reviews, membership surveys, interviews with government and industry stakeholders, and several day-long strategic planning sessions, the CVSA Board of Directors approved the most comprehensive strategic plan in the organization's history.

Now, five years later, we've put together this report to update leadership and membership on the goals, strategies and objectives identified in the 2016 strategic plan, providing full transparency on our progress.

CVSA has accomplished so much in the last five years. This report includes more than 200 action items; however, I want to highlight a handful of top-level accomplishments we have achieved since 2016.

Five years ago, the CVSA Board of Directors had the foresight to prioritize online training and education, and invest in its development and growth. This investment could not have been more relevant, important and appropriate when in 2020, the COVID-19 pandemic hit and people turned online for their educational needs. CVSA already had in place the CVSA Learning portal, home to more than 200 training, informational and educational videos for our membership. CVSA also created a permanent online home for emergency declarations as well as an online repository for active Federal Motor Carrier Safety Administration exemptions. In addition, in 2016, the CVSA public website (www.cvsa.org) underwent a full redesign along with another revamp to refresh the site in 2020. Using website analytics, the website was arranged to be more intuitive and to make information easier to find.

The North American Standard Inspection Program and Out-of-Service Criteria are the core foundations of the Alliance. That's why CVSA invested in creating and offering multiple formats of the out-of-service criteria, knowing that individuals have different preferences for navigating the criteria. CVSA developed an electronic version of the out-of-service criteria (best for viewing on a desktop) and an app where individuals can not only access the criteria on their phone, but also inspection bulletins, operational procedures, training videos, brochures and much more. In addition, CVSA created an enforcement-only monthly email, called "Inspector Update," to notify inspectors of important information specifically for the commercial motor carrier enforcement community.

CVSA has invested in our motor carrier industry partners as well. CVSA launched brand-new, week-long roadside inspection industry courses exclusively for our Class III Associate Members. Our industry courses reflect the Part A driver requirements inspection training and Part B vehicle requirements inspection training that our inspectors complete, repackaged for the motor carrier industry. We also created an industry course specifically on Canada's hours-of-service rules and electronic logging device mandate.

The Alliance is also planning for the future and anticipating forthcoming advancements in technology. CVSA created another inspection level – the North American Standard Inspection Level VIII Electronic Inspection – in preparation for the development and implementation of advanced vehicle-to-everything technologies.

When I took on the executive director position in 2016, I was honored to be entrusted with executing the goals of this Alliance and now, five years later, I could not be happier about our progress. The CVSA staff, its leadership and its membership are committed to the Alliance's mission to improve commercial motor vehicle safety and uniformity. All of the accomplishments outlined in this report demonstrate and support that commitment. Please take the time to look through this report to see all that we've achieved. CVSA's accomplishments are your accomplishments.

A handwritten signature in black ink, appearing to read "Collin B. Mooney".

Collin B. Mooney, MPA, CAE
Executive Director
Commercial Vehicle Safety Alliance

Strategic Goals and Objectives

Enhance Programs and Services

- 1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.
- 1.2 Create and promote accountable and effective online training curriculum and certification programs and resources.
- 1.3 Support and enable member use of technology in enforcement.
- 1.4 Improve data quality, collection and analysis capabilities.

Expand Communication and Outreach Activities

- 2.1 Improve the quality, relevance and timeliness of information available to members.
- 2.2 Maintain existing and establish new partnerships and alliances supportive of the CVSA mission.
- 2.3 Protect and enhance the CVSA brand.

Expand Advocacy and Outreach Initiatives

- 3.1 Develop and implement an aggressive legislative/regulatory strategy that improves commercial motor vehicle safety.
- 3.2 Increase international regulatory harmonization and/or reciprocity.
- 3.3 Improve member and stakeholder awareness and engagement.

Improve Organizational Development

- 4.1 Ensure effective succession, leadership development and staff resources.
- 4.2 Expand membership and enhance membership participation.
- 4.3 Align CVSA resources with activities.

Improving uniformity in commercial motor vehicle safety and enforcement

Mission

To improve commercial motor vehicle safety and uniformity throughout Canada, Mexico and the U.S. by providing guidance and education to enforcement, industry and policy makers.

Vision

CVSA will be recognized as the North American leader in commercial motor vehicle safety and enforcement.

Organizational Values

INTEGRITY – Providing our members and partners with the basis for trust, accountability, transparency and respect.

PROFESSIONALISM – Consistently developing the highest level of competence, work ethic, responsiveness, openness to new ideas, efficiency and continuous self-improvement.

LEADERSHIP – To inspire, influence, guide and support our members and partners in the pursuit of our mission.

TEAMWORK – Valuing people working together to achieve common goals and partnerships to achieve uniformity and enhance our effectiveness.

Enhance Programs and Services

1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.

Accountability: Executive Committee

STRATEGY	NOTES	STATUS
1.1.1 Maintain and enhance core competencies within the North American Standard Inspection Program in order to ensure an effective and comprehensive roadside inspection program.	• Created online CVSA Learning portal	✓ →
	• Created monthly "Inspector Update" for roadside inspectors	✓ →
	• Created electronic and app versions of OOSC	✓
	• Created emergency declarations website and portal	✓ →
	• Review and update inspection procedures and operational policies	→
	• Create and update inspection bulletins to supplement roadside inspection program	→
	• Updated and improved issue/request for action website and database	✓
	• Utilize issue/request for action process to improve criteria, standards, procedures, processes, etc.	→
	• Received new grant and cooperative agreement awards from FMCSA	✓
	• Worked with Congress to recognize CVSA as the authority for roadside inspector certification	✓
	• Petition and provide comments on regulatory initiatives that impact commercial motor vehicle enforcement	→
	• Create and update annual in-service/refresher training materials	→
	• Offer roadside inspection tools, equipment and training aids	→
	• Created brochure explaining roadside inspections	✓
	• Offer materials in English, French and Spanish	→
	• Create and update multimedia for roadside inspection courses	→
	• Participate in TRUST and EQAT meetings to update course materials	→
	• Assist Canada with administration and scoring of certification exams	!
	• Website reorganized, creating an Inspections section for inspectors	✓
	• Webinars offered on subjects relevant to enforcement	→
	• Enhanced Operation Safe Driver Week traffic enforcement campaign	✓
	• Implemented annual North America-wide HM/DG Road Blitz	✓ →
	• Created Human Trafficking Enforcement program	✓
	• Hired director of the roadside inspection program	✓
	• Hired director of hazardous materials programs	✓
	• Hired director of enforcement programs	✓
	• Hired director of multimedia development	✓

REPORT CARD KEY: ✓ = Completed → = Ongoing ✓ → = Completed/Ongoing ! = Needs More Work

Enhance Programs and Services

1.1 Ensure uniform, consistent and reciprocal application of the North American Standard Inspection Program.

Accountability: Executive Committee

STRATEGY	NOTES	STATUS
1.1.2 Increase CVSA's role in international roadside inspection training curriculum development and implementation.	• Selected former Canadian commercial motor vehicle roadside inspector to serve as executive director.	✓
	• Selected former Canadian inspector to serve as director of roadside inspection program.	✓
	• Translated training materials into French and Spanish	➡
	• Participate in TRUST and EQAT meetings to update course materials	➡
	• Assist Mexico with updating its commercial motor vehicle roadside inspection regulations (NOM-068).	!
	• Assist Mexico with updating its commercial motor vehicle roadside inspection training curriculum	!
	• Offered Canadian ELD/HOS industry training course	✓
	• Developing Canadian industry roadside inspection course	➡
1.1.3 Explore the development of judicial outreach.	• Became a member of FMCSA CDLPI court grantees community.	✓
	• Developed content for prosecutors and the judiciary in collaboration with the National District Attorneys Association and National Judicial College.	✓
	• Developed masking and conviction training course for law enforcement, prosecutors and the judiciary	✓
	• Hired director of enforcement data and judicial outreach	✓
1.1.4 Develop program planning and management training curriculum.	• Discussed development of MCSAP grants management course; however, limited resources prohibited its development	✓



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Enhance Programs and Services

1.2 Create and promote accountable and effective online training curriculum and certification programs and resources.

Accountability: Training Committee

STRATEGY	NOTES	STATUS
1.2.1 Identify training needs and target audiences.	• Create and update inspector and industry roadside inspection and hazmat courses	➔
	• Participate in TRUST and EQAT meetings to update course materials	➔
	• Created CVSA Learning portal	✔ ➔
	• Develop annual in-service/refreshers training materials	➔
	• Create inspection bulletins, as needed	➔
	• Hired director of multimedia development	✔
	• Hired learning management system specialist	✔
	• Hired multimedia specialist	✔
	• Hired director of hazardous materials programs	✔
1.2.2 Standardize training elements, ensuring broad applicability across jurisdictions and industry.	• Offer training materials in three languages	✔ ➔
	• Created U.S. industry roadside inspection courses	✔ ➔
	• Developing Canadian industry roadside inspection course	➔
1.2.3 Institute online mechanisms to deliver "hot topic" training quickly.	• Make all training videos available on CVSA Learning portal	✔ ➔
	• Create short-form training videos: Inspection Bitz, Inspector Focus, Quick Fix, etc.	✔ ➔
	• Set up Vimeo site for direct viewing and social media linking/embedding of training videos	✔ ➔
	• Include training videos and link to CVSA Learning portal in the CVSA app.	✔ ➔
1.2.4 Advertise and promote the training menu.	• Promote CVSA Learning portal via email blasts, news articles, webinars and press releases.	✔ ➔
	• Communicate training offerings in monthly "Inspector Update"	✔ ➔

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Enhance Programs and Services

1.3 Support and enable member use of technology in enforcement.

Accountability: Enforcement and Industry Modernization Committee

STRATEGY	NOTES	STATUS
1.3.1 Establish and maintain mechanism for state/regional data sharing.	• Created emergency declarations webpage and portal	✓ →
	• Acquired FMCSA cooperative agreement to update the roadside violation inspection data table matrix	✓
	• Establish network to facilitate exchange of roadside inspection data from all inspection platforms, crash data and e-citation vendors	!
	• Engage with IRP and UCR regarding enforcement of operating credentials	!
1.3.2 Monitor and facilitate awareness of new and future technologies, for both enforcement and industry.	• Created Enforcement and Industry Modernization Committee	✓
	• Established North American Standard Inspection Level VIII Electronic Inspection category/definition	✓
	• Created stop-motion video envisioning the "Future of Commercial Vehicle Safety and Enforcement"	✓
	• Petitioned FMCSA and NHTSA to establish universal electronic identifier for commercial motor vehicles	✓
	• Follow developments in advanced driver assistance systems and automated driving systems for trucks	→
	• Created Automated Vehicles Working Group	✓
	• Assisted with development of a report evaluating options and recommendations for how enforcement community would inspect self-driving trucks	✓
	• Raise awareness and support expanded use of performance-based brake testers; now used by 15 jurisdictions, an increase of five new user jurisdictions since 2015	→
	• Hosted Weigh-in-Motion Enforcement Symposium in 2019	✓
	• Hosted Brake Safety Symposium in 2018	✓
	• Hold PBBT Users Forum at conferences	→



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Enhance Programs and Services

1.4 Improve data quality, collection and analysis capabilities.

Accountability: Information Systems Committee

STRATEGY	NOTES	STATUS
1.4.1 Identify data analysis needs and gaps.	• Established Crash Data and Investigation Standards Committee	✓
	• Work with FMCSA and member jurisdictions to identify areas for improvement in crash and inspection data	➡
	• Acquired FMCSA cooperative agreement to update roadside violation inspection data table matrix	✓
	• Acquired FMCSA cooperative agreement to collect additional data elements associated with commercial motor vehicle crashes	✓
	• Worked with Congress and FMCSA to secure funding for New Large Truck Crash Causal Factors Study	✓
	• Engage with IRP and UCR regarding enforcement of operating credentials	!
	• Hired director of enforcement data and judicial outreach	✓
	• Hired director of crash data and investigation standards	✓
1.4.2 Promote implementation of smart logic and functional specifications.	• Partnered with established software provider to explore roadside inspection software replacement through FMCSA procurement	✓
	• Enhance Aspen roadside inspection software to include smart logic and improved functionality through CVSA Information Systems Committee	!
1.4.3 Offer training and information webinars to states emphasizing importance of data collection.	• Offered week-long data quality training in 2017, 2019 and 2021	✓
	• Created emergency declarations website and portal	✓ ➡
	• Offer webinars, radio and print interviews, podcasts and articles on importance of data collection	➡
	• Participated with FMCSA and court partners to develop a best practices guide for law enforcement, courts and state driver's license agencies regarding driver convictions and violations of 49 CFR §383.51	✓

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Enhance Programs and Services

1.4 Improve data quality, collection and analysis capabilities.

Accountability: Information Systems Committee

STRATEGY	NOTES	STATUS
1.4.4 Coordinate with members of CVSA, federal agencies and jurisdictions.	• Established annual CVSA Lead Agency Contacts Meeting	✓ →
	• Established Crash Data and Investigation Standards Committee	✓
	• Provide forum at events for federal members to coordinate with CVSA members	→
	• Engage with IRP and UCR regarding enforcement of operating credentials	!
1.4.5 Facilitate international data exchange.	• Establish network connection for exchange of roadside inspection reports and crash data among Canada, Mexico and the U.S.	!
	• Enhance U.S. engagement with CVSA Canadian and Mexican jurisdictions in the Information Systems Committee	!
1.4.6 Assist with software development to expand data collection when needed in response to trends.	• Make CVSA network connection expandable to include the seamless exchange of commercial motor vehicle credentialing information from other authoritative sources	!
	• Facilitate the roadside inspection data exchange from all inspection platforms, crash data and e-citation vendors via CVSA network connection	!



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Expand Communication and Outreach Activities

2.1 Improve the quality, relevance and timeliness of information available to members.

Accountability: Staff

STRATEGY	NOTES	STATUS
2.1.1 Develop and maintain online resources for inspectors.	• Created CVSA Learning portal with Roadside section	✓
	• Created emergency declarations portal	✓ →
	• Reorganized website to include Inspections section	✓
	• Created monthly "Inspector Update" email to enforcement members	✓ →
	• Updated Operations Manual periodically	→
	• Create inspection bulletins, as needed	→
	• Created and maintain exemptions tracker	✓ →
	• House meeting minutes and other important committee, region and program documents and materials in CVSA member portal	→
2.1.2 Use website analytics to ensure the CVSA website is organized in the best and most intuitive way and is providing the information and resources of most interest to our visitors.	• Redesigned CVSA website in 2016, according to site analytics	✓
	• Refreshed website in 2020, including adding the ability to view content in English, French or Spanish	✓



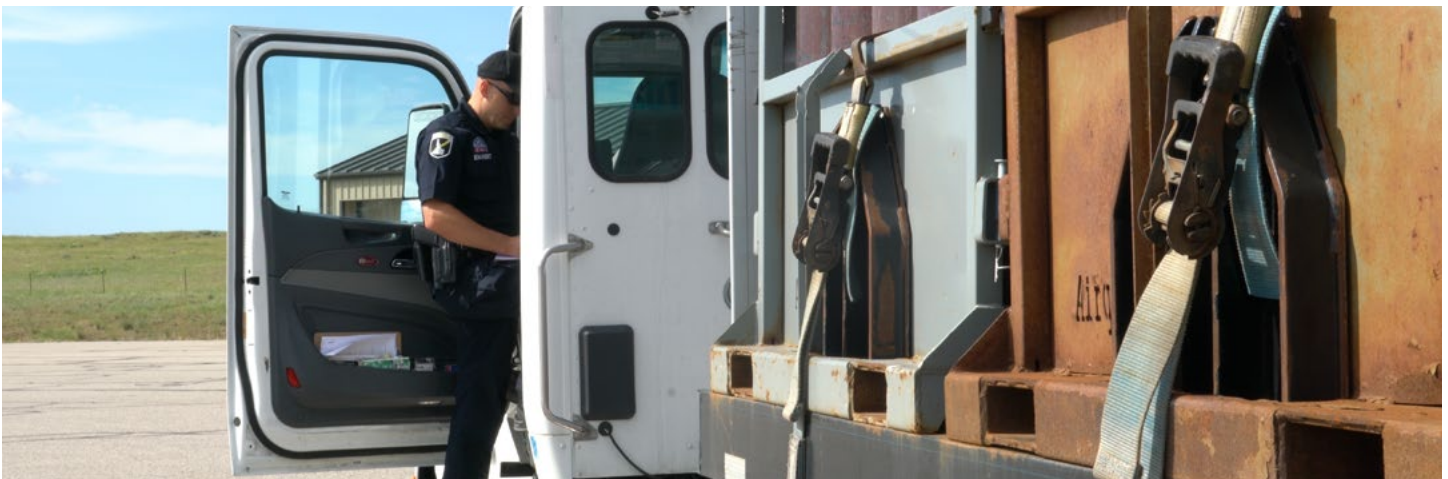
REPORT CARD KEY: ✓ = Completed → = Ongoing ✓ → = Completed/Ongoing ! = Needs More Work

Expand Communication and Outreach Activities

2.2 Maintain existing and establish new partnerships and alliances supportive of the CVSA mission.

Accountability: Staff

STRATEGY	NOTES	STATUS
2.2.1 Develop/enhance relationships with the media.	• Develop new and strengthened established relationships with radio networks and print and online publications ➔ • Featured regularly on SiriusXM's Road Dog Trucking channel ➔ • Use media-mentions monitoring service for tracking media coverage. ➔	
2.2.2 Evaluate existing sponsorship program to assess whether or not there are improvements or changes to be made to the processes.	• Convene CVSA staff annually to assess sponsorship program and make improvements. ➔	
2.2.3 Establish/enhance collaboration with national and international organizations/agencies/associations in support of our mission, goals and values.	• Collaborate with Canadian and Mexican commercial motor vehicle safety and/or enforcement associations. ! • Communicated and met with EU and UK organizations, agencies and associations interested in North America's commercial motor vehicle safety and enforcement ! • Deputy executive director appointed to FMCSA Motor Carrier Safety Advisory Committee ✓	



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Expand Communication and Outreach Activities

2.3 Protect and enhance the CVSA brand.

Accountability: Staff

STRATEGY	NOTES	STATUS
2.3.1 Protect/renew copyrights and trademarks on CVSA intellectual property.	• Trademarked CVSA and COHMED logos in Canada and the U.S.	✓
	• Added copyright language to Class I Members' new MOU.	✓
	• Added copyright language to CVSA brochures, publications, website and other applicable documents.	✓
2.3.2 Develop and communicate policies on member use of the CVSA brand/logo.	• Created logo usage policy guide.	✓
	• Took legal action against unapproved use of logos.	➡
2.3.3 Explore possibilities for future royalty agreements.	• Implemented quality control measures to regain control of existing royalty agreements.	✓
	• Created a suite of programs and services to support programs and activities as a revenue substitute.	✓ ➡
2.3.4 Increase public awareness of CVSA by strengthening existing professional branding and consistency.	• Updated and redesigned CVSA materials – print and electronic – using graphic standards guide and editorial guide.	✓ ➡
	• Translated materials into French and Spanish, when applicable.	✓ ➡



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Expand Advocacy and Outreach Initiatives

3.1 Develop and implement an aggressive legislative/regulatory strategy that improves commercial motor vehicle safety.

Accountability: Policy and Regulatory Affairs Committee

STRATEGY	NOTES	STATUS
3.1.1 Clarify Alliance roles on conflicting issues (industry/enforcement).	• Incorporated CVSA in 2016, resulting in restructuring the board of directors and redesignating associate members president and federal partners as non-voting members	✓
	• Developed language demonstrating that CVSA primarily represents the enforcement community, with industry input and engagement, on policy matters	✓
3.1.2 Provide clear direction to staff on issues.	• Created publicly available standing policy guide	✓ →
	• Hold biweekly staff meetings to discuss policy issues	→
3.1.3 Streamline information flow and decision making.	• Established policy approval process	✓
	• Gave executive committee authority to approve documents and make decisions in line with established positions and priorities between meetings.	✓
	• Provided updates to the board on actions taken between board meetings	✓ →
3.1.4 Establish and maintain positions on significant issues.	• Created publicly available standing policy guide	✓ →
	• Established legislative priorities for reauthorization of the highway bill.	✓
	• Submit letters, petitions and comments on regulatory notices communicating CVSA's position to federal agencies	→
	• Testified before Congress eight times	✓
3.1.5 Establish an external profile on public policy issues.	• Meet regularly with congressional staff.	→
	• Participate in congressional hearings and public U.S. DOT discussions	→
	• Created publicly available standing policy guide	✓ →
	• Send biweekly regulatory and legislative updates, including letters, petitions and comments sent by CVSA	→
	• Established Policy section on CVSA's website	✓
	• Created Letters, Petitions and Comments section on website for transparent public access to such documents	✓

REPORT CARD KEY: ✓ = Completed → = Ongoing ✓ → = Completed/Ongoing ! = Needs More Work

Expand Advocacy and Outreach Initiatives

3.1 Develop and implement an aggressive legislative/regulatory strategy that improves commercial motor vehicle safety.

Accountability: Policy and Regulatory Affairs Committee

STRATEGY	NOTES	STATUS
3.1.6 Develop and implement advocacy strategy to positively influence regulatory and legislative decision making on commercial motor vehicle safety.	• Established legislative priorities for reauthorization of highway bill	✓
	• Conduct regular meetings with congressional staff	➡
	• Meet regularly with U.S. DOT officials	➡
	• Submit letters, petitions and comments on regulatory actions	➡
	• Created Letters, Petitions and Comments section on website for transparent public access to such documents.	✓
	• Updated Reauthorization section on website to include CVSA's reauthorization positions	✓
	• Deputy executive director appointed to FMCSA Motor Carrier Safety Assistance Program Formula Working Group	✓
	• Deputy executive director appointed to FMCSA Motor Carrier Safety Advisory Committee	✓



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Expand Advocacy and Outreach Initiatives

3.2 Increase international regulatory harmonization and/or reciprocity.

Accountability: Policy and Regulatory Affairs Committee

STRATEGY	NOTES	STATUS
3.2.1 Hold open discussions to allow states/provinces/industry to give impact statements on differences.	• Established international issues forum as standing agenda item for Policy and Regulatory Affairs Committee	✓ →
	• Hold joint law enforcement and associate member region meetings at each workshop and annual conference.	→
	• All committees and programs are open to law enforcement and industry members.	→
	• Hold North American Cargo Securement Harmonization Public Forum twice per year (once in the U.S., once in Canada) to harmonize regulatory cargo securement requirements throughout North America	→
	• Reduced the closed portion of board meetings	✓
	• Increased outreach to include Mexico, resulting in increased participation at meetings and events	!
3.2.2 Consult with similar international organizations regarding best practices, strategies and other relevant information.	• Conducted and attended stakeholder meetings to discuss best practices and organizational priorities	!
	• Attended ExpoTransporte ANPACT in Mexico in 2017 and 2019	✓
	• Attended CCMTA's annual conference and board meetings	→
3.2.3 Prioritize issues for discussion.	• Utilize issue/request for action process in prioritization	→
	• Set up meeting agendas in prioritization order; adjustments can be made live, as needed	→
3.2.4 Meet with rulemakers/politicians to determine harmonized rules.	• Meet with congressional offices and U.S. DOT officials	→
	• Facilitate FMCSA participation in Policy and Regulatory Affairs Committee's International Issues Forum, where they provide updates on harmonization efforts.	✓ →
	• Provided FMCSA with areas for improvement in harmonization in regulatory comments	✓ →
	• Submitted petitions for rulemaking, requesting changes to harmonize regulations	✓ →
3.2.5 Ongoing discussion addressing identified issues.	• Established international issues forum as standing agenda item for Policy and Regulatory Affairs Committee.	✓ →

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Expand Advocacy and Outreach Initiatives

3.3 Improve member and stakeholder awareness and engagement.

Accountability: Policy and Regulatory Affairs Committee

STRATEGY	NOTES	STATUS
3.3.1 Engage frontline roadside inspectors to improve participation and understanding of CVSA policies.	• Created publicly available standing policy guide	✓ →
	• Send members biweekly regulatory and legislative updates, including letters, petitions and comments	→
	• Created Policy section on website	✓
3.3.2 Improve relationships and communication with federal agency partners.	• Created publicly available standing policy guide	✓ →
	• Created Policy section on website	✓
	• Meet regularly with U.S. DOT officials	→
	• Submit letters, petitions and comments on regulatory actions	→
3.3.3 Engage international members to improve participation and ensure appropriate representation of interests.	• Receive updates from representatives from each member country at Policy and Regulatory Affairs Committee meetings	✓ →
	• Meet regularly with international members	✓ →
	• Included Region V representatives in the task force on legislative priorities for the U.S. highway bill reauthorization	✓
3.3.4 Partner with additional stakeholder groups, including safety advocates, colleges, technical trades, associations, government, insurance and technology organizations.	• Participate in meetings, committees, etc., at stakeholder organizations	!
	• Involve stakeholder feedback in development of legislative priorities	→
	• Partner on initiatives such as Toward Zero Deaths; Our Roads, Our Safety; National Truck Parking Coalition; Advisory Committee on Human Trafficking; Truckers Against Trafficking; Road to Zero Coalition; Highway Safety Partnership Venture; Interested Parties for Hazardous Materials Transportation; etc.	✓
	• Deputy executive director appointed to FMCSA Motor Carrier Safety Advisory Committee	✓

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Improve Organizational Development

4.1 Ensure effective succession, leadership development and staff resources.

Accountability: Executive Committee

STRATEGY	NOTES	STATUS
4.1.1 Develop a succession plan for leadership and staff.	• Updated bylaws to reflect changes in operational processes	✓
	• Created backup/succession plan stating that deputy executive director will provide executive leadership when executive director is unavailable or position is vacant.	➡
	• Developing standard operating procedures for each CVSA staff position to assist with onboarding new staff.	!
4.1.2 Provide clear directions on leadership expectations.	• Conduct leadership orientation/training annually.	➡
	• Updated Leadership Handbook, as needed	➡
	• Hold morning briefings at conferences for committee, program and region/locals/associates leadership facilitating meetings	✓ ➡
4.1.3 Institute cross training and overlap in staff knowledge and responsibilities.	• Created organizational chart outlining staff responsibilities, including overlapping roles	✓
	• Assigned regions/committees/programs to two CVSA staff members – an official staff liaison and a backup support staff member	✓ ➡
4.1.4 Ensure all activities stay within scope of CVSA mission.	• Follow a step-by-step process where initiatives are discussed with executive committee, budgeted by finance committee, approved by the board and implemented by executive director and CVSA staff; activities outside of mission are not pursued	✓ ➡



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Improve Organizational Development

4.2 Expand membership and enhance membership participation.

Accountability: Executive Committee

STRATEGY	NOTES	STATUS
4.2.1 Establish and communicate a clear definition/statement of CVSA membership.	• Revamped website to better present CVSA's activities, including area dedicated to soliciting membership • Created brochure describing CVSA and membership categories • Created brochure on roadside inspections and enforcement. • Ran FAQs article in "Guardian" magazine clarifying/explaining CVSA, its roles and membership	✓ ✓ ✓ ✓
4.2.2 Increase membership involvement in helping organization meet goals.	• Assigned CVSA liaison to region, committee, program and board meetings to work with leadership to provide support and guidance to increase leadership and meeting involvement.	➡
4.2.3 Increase participation of local agencies.	• Gave Class II Local Members one vote in special committees. • Amended bylaws to include Class II Local Members president and vice president on the board. • Proposed amendment to allow Class II Local Members a vote to elect CVSA secretary • Gave Class II Local Members their own meeting at the workshop and the annual conference	✓ ✓ ➡ ➡
4.2.4 Reach out to all state/provincial trucking and bus associations as members.	• Deliver presentations, attend trade shows, participate in meetings and committees, etc., to engage with industry. • Encourage trucking and bus associations to join CVSA • Work with trucking associations to host industry roadside inspection and hazmat courses . . .	! ! ✓ ➡



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Improve Organizational Development

4.3 Align CVSA resources with activities.

Accountability: Finance Committee

STRATEGY	NOTES	STATUS
4.3.1 Continually evaluate alignment of resources and activities based on strategic goals and return on investment.	• Assess new initiatives against strategic plan and pursued only if they apply to strategic goals	➡
	• Put in place multi-step process to ensure alignment with goals; initiatives discussed with executive committee, budgeted by finance committee, approved by the board and implemented by executive director and CVSA staff.	➡
4.3.2 Review membership dues structure.	• Evaluated dues structure from 2016-2020; new structure approved by the board in 2020 and presented to the membership for ratification in 2021	✓
4.3.3 Explore alternative funding sources outside of membership dues.	• Created roadside inspection courses for industry.	✓ ➡
	• Expanded sponsorship offerings	➡
	• Offering more products in online store	➡
	• Received new grants and cooperative agreements from federal government agencies	✓
4.3.4 Explore other membership entities, such as individuals, students, etc.	• Assessed interest in individual and student membership and concluded interest was too low to pursue	✓
	• Exploring new membership category for tribal governments.	➡
4.3.5 Explore selling products and services, such as software, training/education and electronic products (e.g., electronic version of OOS criteria).	• Created roadside inspection courses for industry.	✓ ➡
	• Created and sell an electronic version of the OOSC	✓ ➡
	• Created app and sell OOSC via the app	✓ ➡

REPORT CARD KEY: ✓ = Completed ➡ = Ongoing ✓ ➡ = Completed/Ongoing ! = Needs More Work