

PACIFIC ASSOCIATION/USATF

2010 Strategic Planning Meeting Agenda

Foster City, California

Sunday, September 26, 2010 12:30 p.m. – 4:00 p.m.

1. Working Lunch
Review Strategic Planning Process and Activities for Day 12:30 - 1:00 p.m.
2. Review Environmental Analysis/SWOT Prioritizations
(By Planning Area) 1:00 - 1:20 p.m.
3. Select Breakout Groups By Planning Area 1:20 - 1:30 p.m.
 - Administration and Governance
 - Athlete Development and Competition
 - Communications
 - Marketing and Promotions
 - Resources
 - Education and Training
4. Break out into Groups: Set Strategic Goals
(and Objectives depending on time) 1:30 - 2:50 p.m.
5. Short Break 2:50 - 3:00 p.m.
6. Large Group Reassembles 3:00 p.m.
7. Breakout Groups Briefly Report Strategic Goals/Objectives 3:00 - 3:45 p.m.
8. Review Day's Accomplishments 3:45 - 4:00 p.m.
Set Strategic Planning Priorities and Timelines for Continuing Work
Appoint Members of Strategic Planning Task Force for Continuing Work
9. Adjourn 4:00 p.m.
 - Executive Committee / Welcome New Members

STRATEGIC PLANNING PROCESS

1. SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis of Internal Organization & External Environment
 - (a) Specify/list organizational strengths, weaknesses, opportunities, and threats.
 - (b) Pick most important (critical) strengths, weaknesses, opportunities and threats specified in (a). In other words, prioritize them.
 - (c) Specify a Planning Area (Administration, Athlete Development, Promotion, Marketing/Fund Raising, etc.) for each critical fact prioritized in (b).
 - (d) List/group all critical facts by Planning Area (Administration, Athlete Development, Promotion, Marketing, etc.).
2. Based on the critical facts for each Planning Area, develop a set of Goals for each Planning Area.
3. Prioritize Goals across all Planning Areas
4. Develop Strategies (Strategic Programs) to accomplish Goals, including:
 - (a) Strategic Objectives
 - (b) Responsible Parties for each Objective
 - (c) Measures of Success (time benchmarks)
 - (d) Budgetary Impact
 - (e) Any Key Issues or Assumptions

**Pacific Association/USATF Strategic Planning
2010**

**Environmental Analysis
Strengths, Weaknesses, Opportunities, Threats
(Prioritized By Planning Area)**

Key to Contributors to Date (pre-meeting)

JM	John Mansoor (Executive Director)
IH	Irene Herman (President)
GK	George Kleeman (Past President)
SG	Dave Shrock/Ken Grace (Vice President, Coaches Chair)
CC	Cynci Calvin (Communications Chair)
AH	Al Hernandez (Open Men's Track & Field Chair)
FB	Fred Baer (Open Women's Track & Field Chair, Media Chair)
KW	Katie Wasilenko (Women's LDR Chair)
JM	John Murray (Officials Chair)
ST	Stephanie Brown Trafton (Athletes Chair)
MS	Margaret Sheehan (PA Foundation)
JU	Joy Upshaw Margerum (Masters Track & Field Chair)
DD	Dan Davidson (Awards Chair)
MW	Mark Winitz (Strategic Planning Task Force Chair)

SWOT ANALYSIS BY PLANNING AREA

Administration and Governance

Strengths

<i>SWOT Statement</i>	<i>Contributor</i>	<i>Score</i>
<i>(6 voters)</i>		
<i>Key</i>		
• Knowledgeable leadership cadre	SG	44
• Expertise to administer large, high profile competitions	SG	26
• Generally well run committees	MS	25
• Competent office staff in place	MS	22
<i>Other</i>		
• Strong infrastructure	SG	13

Weaknesses

<i>Key</i>		
• Far flung boarders create equitable governance challenges	SG	35
<i>Other</i>		
• Old grudges	MS	0
• Association coaches rely on outside governing bodies for governance and education (CIF-CCCAA-NCAA)	SG	0
(also listed under <i>Education/Training</i>)		

Opportunities

Key
None

Other
None

Threats

Key

- Incursion of better funded/managed sports further marginalize USATF sports SG 36
(also listed under *Marketing and Promotions*)

Other

- Rules changes at national level impact LDR events (ex: races drop out if iPod rules change; changes in age groups) KW 10

Athlete Development and Competition

Strengths

Key

- PA/USATF is active in every discipline JM 20
- More chances for track & field athletes to compete in open meets AH 6
- High density of high schools and JCs that offer XC-T&F SG 5

Other

- Long distance runners stay in region for long time KW 1

Weaknesses

Key

- Lack of support from several 4-year schools coordinating meets SG 18
- Lack of T&F clubs SG 9
- Not enough top track clubs for emerging elite track & field athletes AH 9

Other

- Races dropping off of LDR circuits due to lack of sponsors / cost of putting on the race KW 4

Opportunities

Key

- Disabled athlete programs (probably national money available for this) MS 22
- Introduce more programs to identify PA/USATF's emerging elite athletes and provide special support/programs to foster the development of these athletes MW 21
- If possible need to establish a standard entry and data base system for PA/USATF. For example, if everyone was using DirectAthletics, any athlete could go online and see exactly where they are

ranked and stand within the USA PA for their event. SG 19

- Emerging track & field athletes can move to their next level. AH 12
- Create a series of specialty meets that include youth, open and masters. However, meets are streamlined to event groups (sprint, throw & jumps and distance) so the meet is not an entire day experience. Music to be played over the PA system to create a carnival atmosphere (much like other sporting events) SG 12
- Bid for and host major international and national meets in the future (Thorpe Cup 2011, etc.) FB 10

Other

- Steady supply of competitive long distance runners across age groups KW 7
- Emergence of new clubs to provide more formal training and support networks for LDR athletes (Strawberry Canyon, Bay Area Track Club) KW 4

Threats

Key

AAU MS 9

Other

- Other LDR race circuits (Sacramento, Palo Alto) could take away from races) KW 1
- Too many track programs being dropped AH 1
- Too many sanctioned track meets. AH 0
- Reliance on LDR championships to help fund LDR programs and help support CTRN through required advertising KW 0

(also listed under *Athlete Development/Competition*)

Communications

Strengths

Key

- Constant Contact email broadcasts CC 14
- PA/USATF Web site CC 12

Other

- Committee Chairs who use their own email lists for communication to their members CC 8
- *CTRN* received by members free. CC 0
- Communications Committee has convenient email meetings CC 0

Weaknesses

Key

- PA/USASTF is active in every discipline but there is no interaction between committees and no concern about what events are taking place in each discipline relative to others. Multiple championships occur on the same weekend or same day straining the Association's resources including officials and office staff. JM 32
- Continual media marginalization of sport(s) SG 20
- *CTRN*: We need more contributors to *CTRN* who will provide less time sensitive, unique, interesting, and/or humorous material to make each *CTRN* a "keeper," and to keep it from repeating more time sensitive material (race results) that has been already posted on the Web. CC 14
- Communication outside the PA needs improvement; PR efforts are irregular. CC 11

Other

- Web site: host has been unreliable (down time, poor query response). CC 5
- String of negative media stories on doping lowers public positive perception of sport(s) SG 5
- Web site: needs more volunteer help. CC 4
- No post-collegiate track facility AH 3

- *CTRN*: needs ad support. CC 0
- Web site requires specific programs for performing updates. CC 0

Opportunities

Key

- Lead-up of 2012 Olympiad increased public awareness SG 30
(also listed under *Marketing and Promotions*)
- Create more interest using a multitude of media modes i.e. 1) Facebook page for PAUSATF with sub pages for coaches, youth, masters, officials, etc. 2) Youtube links of the finishes of important PA races linked back to Facebook and website SG 19
- Better utilize the online officials calendar to attract more officials to officiate at events (track & field, LDR, and race walking) IH 11

Other

- Web site & *CTRN* can be a huge resource for members and public relations. CC 4

Threats

Key

- Current web site volunteers leave and no replacements are found CC 21
- Web site failure CC 16
- Lack of media attention so we must create our own at a local level using Facebook, Youtube and local cable channels. SG 16

Other

- *CTRN* goes out of business or requires an additional fee to receive it. CC 2
- Reliance on LDR championships to help fund LDR programs and help support *CTRN* through required advertising KW 0
(also listed under *Athlete Development/Competition*)

Marketing and Promotions

Strengths

None submitted

- Web site & CTRN can be a tool for generating membership. CC 7

Weaknesses

Key

- No comprehensive plan for increasing membership although budget cuts in schools is resulting in more available T&F and XC athletes. T&F is the #1 sport for girls in CIF and #2 sport for boys in CIF and growing. JM 26

Other

- We still need a marketing chair AH 7

Opportunities

Key

- Increase on physical fitness with realization of obesity epidemic create promotional opportunities for sport(s) SG 49
- Lead-up of 2012 Olympiad increased public awareness SG 30
(also listed under *Communications*)
- Create a comprehensive plan for increasing membership since budget cuts in schools is resulting in more available T&F and XC athletes. T&F is the #1 sport for girls in CIF and #2 sport for boys in CIF and growing. JM 33

Other

- Promote the sport locally to the general public with a number of festival events...for example: a road mile that has a number of groups represented held in conjunction with an establish festival - Hayward Zucchini festival or the Downtown pole vault in Clovis in conjunction with Clovis' local street fair. The event should include a walk to promote a cause like Diabetes prevention, heart disease or cancer. SG 12

Threats

Key

- Incursion of better funded/managed sports further marginalize USATF sports SG 36
(also listed under *Administration/Governance*)
- Youth more interested in soccer MS 22

Other

- The greatest threat to track and field is that the general public believes that we exist for only three weeks once every four years. We need to promote the sport by reaching the general masses through the kids and the general public, we need to involve people in movement for a cause. For example, a mile walk within a track meet to promote cancer awareness or diabetes prevention (the next greatest scourge of our society) CC 9

Resources

Strengths

Key

- Strong financial resources SG 40
- Good year round training climate SG 24
- Adequately funded MS 9
- Large size organization MS 8
- PA/USATF has the most active Youth Committee in USATF with the largest membership JM 6

Other

- Strong reputation in region (coaches) SG 0

Weaknesses

Key

- Aging group of official and leadership cadre SG 28
- Little "new blood" MS 26
- Not adequately addressing the need for more (and new) officials to work sanctioned events in ALL geographic locales of our Association IH 24
- Tired leaders MS 23
- High turnover rate of coaches lowers knowledge base and experience. Low pay, low job security, low societal perception, poor parental support are primary factors SG 9
- Not enough officials working LDR events KW 6
- Two sport coaches (XC-T&F) often lack time and energy to work within NGB SG 5

Other

- Lack of volunteer involvement from open members on LDR Committee KW 4
- Not enough coaches involvement in track & field AH 3

Opportunities

Key

- Establishing Foundation permits funding new activities MS 20

Other

- Requirement of NGB Coaches registry could increase level of professionalism and societal perception of profession/avocation SG 4

Threats

Key

- Aging official and leadership cadre SG 40
- Downturn in economy affects media advertising sponsorships/public giving SG 35

Other

None

Education/Training

Strengths

Key

- Established coaching education program
SG 17

Other

None

Weaknesses

Key

None

Other

- Lack of requirement of professional levels of training for coaches
SG 0
- Association coaches rely on outside governing bodies for governance and education (CIF-CCCAA-NCAA)
SG 0
(also listed under *Administration/Governance*)

Opportunities

Key

- Use of on-line technology for coaches education outreach
SG 15
- Needs to create a place locally where coaches can learn basics. Use (re-write) some of the material presented at the national schools level to coaches a lead in before they enroll in a level 1 course.
SG 12

Other

- Create a series of clinics to learn Hytek, Finishlynx and other technology involved with track and field.
SG 7

Threats

Key

- Ongoing educational funding crisis lessens coaching opportunities
SG 19

Other

- Better funded and organized coaching education programs supersede USATF CE programs
SG 7

SWOT Statements Submitted Past Deadline (Not Prioritized)

General Opportunity: 30,000 revenue from 2010 JO Cross Country Championships for building new **PA Youth programs** (Youth Committee proposal submitted to John Mansoor separate from strategic planning process). Key points in the proposal:

- Foster new Youth clubs and members - \$10,000
- Youth Travel Assistance to JO National Championships - \$15,000
- Third-party training for systems, officiating or meet management to improve the operating procedures of youth meets - \$5,000

(The above is included under *Athlete and Development/Opportunities* on this page.)

Administration and Governance

Strengths

- Willingness to listen to others' opinions and discuss DD
- Mutual respect for others' points of view DD
- Reasonable autonomy within each group (committee) DD

Weaknesses

- Too many situations where one group or individual takes shortcuts DD
- Failure to follow through in a timely manner DD
- Relying on others to do the work necessary for group success DD

Threats

- Relying too much on leadership; relying on active members/leaders to do all the work DD

Athletes Development and Competition

Strengths

- Hosted the Nationals/Hosting the WMA. (Good opportunity to get more Masters involved!) JU
- Special Meets: Throwing camps, "Old School" meets, All-comers (Masters all welcome) JU
- Known for good Masters athletes/programs JU

Weaknesses

- Some masters leaving the Association to be on other clubs to be with friends, etc. JU
- No post-collegiate track facility FB

Opportunities

- New **Indoor Track Facility** (in conjunction with collegiate D1 schools. PA/USATF would manage this facility and conduct the meets. JM
- Foster new Youth clubs and members - \$10,000 (from Youth proposal)
- Youth Travel Assistance to JO National Championships - \$15,000 (from Youth proposal)
- Third-party training for systems, officiating or meet management to improve the operating procedures of youth meets - \$5,000 (from Youth proposal)
- Have a clinic for Masters Athletes (teaching events) JU
- Create meets leading up to the Masters World meet w/ fun atmosphere—meets like in Europe with music, etc. (since we are all over 21-have a Beer Garden, too!) JU
- Work with Colleges/HS to add a Masters Race. JU
- Explore ways to improve PA/USATF Open T&F Championship meet and also avoid conflicts with Masters T&F Championship meet. MW (to address issue submitted to Exec Committee)

Threats

- Conflicting dates between masters meets and other meets ruins attendance AND officiating help JU

Communications

Weaknesses

- Need stronger communication with all clubs/members to work with scheduling (even with the Open group) JU

Opportunities

- Create a Masters Facebook page JU

Planning Area:	
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Goal #:	
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Measures of Success of Goal:

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success

Planning Area:	MARKETING AND PROMOTIONS
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Goal #: 2	Increase sponsor/donor base
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Measures of Success of Goal: Increase overall revenue 50 percent in FY2004-05, 75 percent in FY2005-06

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
Form Fundraising Committee	President, Board, Community	Committee formed by 3/04.	None
Retain and expand existing donors — Individual board re-approaches — Direct mail solicitation program	Board	Begin 3/04; Complete 5/04	+ \$20K FY2003-04
Target and approach local, regional, and national donors, foundations, sponsors	Sponsorship Director, Grantwriter	(see right column)	+ \$25K Q4 FY2003-04 + \$100K FY2004-05 +\$150K FY2005-06
Explore and expand Big Sur Int. Marathon relations (co-funding, shared resources, email list exchange of participants)	Mike Dove, Greg Mislick	Begin 3/04	BSIM will see benefits + (unknown)
Expand donor base in Santa Cruz County	Board	Begin 3/04	+ (unknown)
Form “Friends of Team USAMB” (small donors, volunteers)	Board member	Begin 3/04	+ (unknown)
Continue major annual fundraising event	Board	Fundraising event in Sept. or Oct. '04; see right column	+ \$25K goal in FY2004-5
Hire staff Fundraising/Development Director	President and Board	Hired in FY2005-06	- \$35K (salary) + (unknown revenue)
Establish endowment fund	Board	Begin 7/05; see right column	+ \$1M goal

