

Pacific Association/USATF  
**LONG RANGE STRATEGIC PLAN**

**2011-2012**

*Originally Drafted:*  
**May 12, 2011**

*Revised / Updated Version*  
**May 11, 2012**

Key

**blue type** indicates revisions/updates

**red type** describes current status of strategic initiatives as of 3/20/12

**green type** indicates informational areas to be completed or clarified

**Planning Areas**

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Planning Area:	<b>Administration and Governance</b>
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<b>Goal #: 1</b>	New volunteer leadership at the Association committee and Board of Athletics (BOA) levels	<i>Status (3/20/12): In progress. Timelines/benchmarks revised as indicated below.</i>
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**Measures of Success of Goal:** At least one new member serving on each Association committee and one new member serving on the BOA by the September, 2012 BOA meeting

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Each committee, plus the BOA, appoints one Recruitment Officer who is responsible for the recruitment, development and mentoring of new committee/BOA volunteers. <i>Note: Committee Chairs are the recruitment officers until they find someone else.</i>	a. Committee appointments: Committee Chairs b. BOA appointment: PA/USATF President (BOA will monitor)	Committee Recruitment Officers and BOA Recruitment Officer appointed by May, 2012 BOA meeting	Meet deadline. Key Issue: Buy-in from committees that this is a necessary measure
2. Each committee ensures that their elected BOA representatives attend at least two BOA meetings per calendar year.	Executive Committees of each PA/USATF committee <i>PA Secretary: Will track attendees and report on compliance by May, 2012 BOA meeting</i>	All BOA committee representatives notified of requirement by September, 2011 BOA meeting <i>Status (3/20/12): This was completed via 10/23/2011 memo.</i>	100 percent compliance by all BOA committee representatives by end of 2012 calendar year.
3. Develop a PA administrator mentoring program for potential new administrators, including a “how to be an administrator mentor” training <i>+6 manual completed 3/18/12.</i>	<i>George Kleeman, Irene Herman</i> <i>(temporary until Mentoring Coordinator is identified)</i>	By May, 2012 BOA meeting: <i>(1) Mentoring Coordinator appointed by President (Irene)</i> <i>(2) Mentors identified</i> <i>(3) Clinic/training times selected</i>	Full implementation of program by October, 2012

<p>4. Send notice to all PA committees to hold annual committee meetings before September BOA meeting each year and elect committee reps to the BOA. Send names of reps to PA Secretary and office by Sept. 10 each year.</p>	<p>Chair of each PA committee (or designee in committee's Operating Procedures)</p>	<p>Report by Secretary annually at September BOA meeting of compliance by each PA committee.</p>	<p>100% compliance by PA committees, and at least 50% of each committee's BOA reps in attendance at each BOA meeting.</p>
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<p><b>Goal #: 2</b></p>	<p>Ensure that all PA/USATF coaches, officials and volunteers working at the Youth level have been approved by the PA/USATF Background Investigation Process</p>
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**Measures of Success of Goal:** All PA/USATF coaches, officials, and volunteers working at Youth level are background cleared

<p><b>Strategic Objectives/Activities</b></p>	<p><b>Responsible Parties</b></p>	<p><b>Benchmarks</b></p>	<p><b>Key Assumptions &amp; Measures of Success</b></p>
<p>1. Ensure that all adult personnel working with PA/USATF Youth athletes are PA/UISATF members</p>	<p>Youth Committee, PA/USATF office, George Paddeck</p>	<p><b>(Please provide)</b></p>	<p><b>(Please provide)</b></p>
<p>2. Ensure that all adult personnel working with PA/USATF Youth athletes are background cleared</p>	<p>Youth Committee, George Paddeck</p>	<p><b>(Please provide)</b></p>	<p><b>(Please provide)</b></p>

Planning Area:	<b>Athlete Development and Competition</b>
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<b>Goal #: 1</b>	Keep indoor track and field alive regionally by leading a development effort for a new indoor track facility	<p><b>Status (3/20/12):</b> In progress. Timelines/benchmarks revised as indicated below.</p> <p><b>Opportunity:</b> NCAA national meets</p> <p><b>Threat:</b> Finding meet directors</p>
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**Measures of Success of Goal:** Universities/colleges in our Association do not drop their indoor track and field programs  
 More universities/colleges in our Association participate in indoor track and field  
 More PA/USATF athletes participate in indoor track and field

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. NCAA Division I universities agree to buy track	John Mansoor	Commitment by universities to buy indoor track by <del>May 1, 2011</del> with an agreement to have a track and indoor facility in place by <del>January 1, 2012</del>  <i>Status (3/20/12): Working with Sac State U. to build track. Also, Sacramento is building an indoor arena that could have a track. JM looked at other places; noone interested.</i>	Indoor track/facility in place by
2. Find an indoor track and facility	John Mansoor	Find facility by <b>August 1, 2012</b>	All universities and PA/USATF constituents agree on facility

3. Create a Joint Powers of Authority (JPA) to oversee and manage the new indoor track and field facility	John Mansoor	JPA in place by <b>November 1, 2012</b>	
4. Assist in the creation of a Winter, 2012 schedule of indoor meets for the new facility	John Mansoor	Schedule of meets put together by <b>Fall, 2013</b>	Schedule may include collegiate, open invitational, masters, and youth meets

<b>Goal #: 2</b>	Establish and publicize a series of specialty meets to identify PA/USATF’s emerging elite athletes and provide them with competitive opportunities
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**Measures of Success of Goal:** Specialty meets are established, publicized on PA/USATF web site, and successfully conducted

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Identify hosts of specialty meets: <ul style="list-style-type: none"> <li>• Jumps carnival(s)] (possibly one of Jan Johnson’s pole vault meets)</li> <li>• Distance carnival</li> <li>• Throws carnival (possibly one of throws meets at Hartnell College)</li> <li>• Sprints carnival</li> <li>• “Fastest Pro Athlete” division (soccer, football, baseball, etc.)</li> </ul>	Ralph Jones, Stephanie Brown Trafton, Fred Baer	Specialty meets identified by <b>March 1 prior to 2011 and 2012 outdoor track and field seasons</b>	Specialty meets identified <i><b>Status (3/20/12):</b></i> National throws development meet scheduled in conjunction with 2012 PA/USATF Track & Field Championships  Olympic Trials qualifying throws competition conducted at CSM on 5/11/12

2. Announce/publicize specialty meets on PA/USATF web site.	Communications Committee	Specialty meets announced on web site prior to start of each outdoor track and field season	Specialty meets announced with adequate notice for athletes
3. List specialty meets on PA/USATF officials calendar and enlist officiating support for each meet	Officials Committee		Adequate number of officials at each specialty meet
4. Resurrect California Invitational Relays	(none identified)	(none established)	(none established)

<b>Goal #: 3</b>	Host athlete staging site for 2011 USA World Outdoor Championships team	<i>Status (3/20/12): Not achieved. Staging site took place at Oly Training Canter/Chula Vista</i>
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**Measures of Success of Goal:** 2011 USA World Outdoor Championships team successfully hosted/staged at staging site

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Seek approval from USATF to host staging site	Fred Baer	Accomplished	
2. Successfully host athletes at staging site	Fred Baer	Stage athletes, August 2011	

<b>Goal #: 4</b>	Facilitate more competitive opportunities on the track for PA/USATF Masters distance runners (3,000m and up)
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**Measures of Success of Goal:** At least XX (specify number) of new distance event opportunities for PA/USATF Masters on the track in 2011 and at least XX (specify number) in 2012

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Contact targeted existing meets and request the addition of distance events for Masters. Follow up on requests, as necessary.	Joe Ols	(please specify)	(Same as “Measures of Success of Goal” above.)

<b>Goal #:</b> 5	Explore with the organizers of the California Invitational Relays adding a “fastest pro athlete” (soccer, football, baseball, etc.) division to the meet.	<b>Status (3/20/12):</b> Cal Invitational Relays cancelled (2011)
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**Measures of Success of Goal:** Fastest pro athlete division incorporated in Cal Relays and pro athletes compete

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Contact Cal Relays organizers to explore “fastest pro athlete” division	Bob Rush		(Same as “Measures of Success of Goal” above.)

(Athlete Development and Competition continues on the next page)

<b>Goal #: 6</b>	Foster new youth cross country clubs and members across entire Pacific Association geography	<i>Status (3/20/12): Youth XC participation has increased. Parents to agree to be coaches.</i>
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**Measures of Success of Goal:** (not specified. How many new youth XC clubs and members in 2011 vs. 2010, or percentage increase, by when?)

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
<p>1. Identify youth XC coaches already coaching at the school, CYO, AAU, city recreation, YMCA or other programs to approach (via email and direct mail) about forming USATF youth clubs/teams.</p> <ul style="list-style-type: none"> <li>• Purchase lists (email and direct mail) of Elementary and Middle/Jr. High Schools. Also for HS XC coaches.</li> </ul>	David Bayliss	(please specify)	(please specify)
<p>2. Provide these coaches with a streamlined process for starting a new club—should be separate web landing page that email/direct mail points coaches to (see Objective/Activity #3 below). Offer discounts on first year club fees?</p>	David Bayliss	(please specify)	
<p>3. Create simple set of web-based materials for “How to Start a Youth Club.”</p> <ul style="list-style-type: none"> <li>• Have other coaches review prior to finalizing</li> <li>• Track # of page views/click thrus of materials on landing page and conversion rate of new club applications</li> <li>• Follow up with applicants and get their feedback on the process</li> </ul>	David Bayliss and at least one or two other people (Heike?, Dave Shrock? Cynci Calvin? Others?)	Materials available via the web prior to email/direct mail campaign (above).	It is currently not easy/straightforward to form a new youth club. The current information is not easy to find or follow. Need single source of information and checklist. Idea is to remove barriers/objections that they don’t know how to do it.



<ul style="list-style-type: none"> <li>• Use simple survey if someone abandons landing page prior to submittal(?) if we can make whole process electronic.</li> </ul>			
<p>4. Publicize ALL youth (non-HS) meets on PA/USATF web site in order to become the ONE place that people come to look for youth meet info.</p> <ul style="list-style-type: none"> <li>• Identify PAUSATF Youth meets that are part of the season point series, by special headings/graphics.</li> <li>• Track # of youth meets vs. previous years.</li> </ul>	<p>Dave Bayliss and Cynici Calvin</p>	<p>Ongoing implementation as meets are learned about.</p>	<p>It is nearly impossible to find out about youth meets. We need to make it easier.</p>
<p>5. Contact the 1-9 grade and do a point systems where we would then put on a 1-9 grade national.</p> <p>(This objective./activity needs clarification.)</p>	<p>(please specify)</p>	<p>(please specify)</p>	<p>(please specify)</p>

(Athlete Development and Competition continues on the next page)

<b>Goal #:</b> 7	Host 2013 USA National Club Cross Country Championships	<i>Status (3/20/12): Bid unsuccessful in 2013 (Note: Bid for 2014)</i>
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**Measures of Success of Goal:** 2013 USA National Cross Country Championships successfully hosted

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	Irene Herman	1. Interested organizers identified ASAP (April, 2011) 2. Interested organizers submit preliminary budget and event site (including availability) to PA/USATF by April 20, 2011 3. PA/USATF approves an organizer by April 30, 2011 4. Bid is prepared by approved organizer in conjunction with PA/USATF and submitted to USATF national office by May 25, 2011	Bid for Championship submitted to USATF national office and Championship awarded to PA/USATF-approved organizer

(Athlete Development and Competition continues on the next page)

<b>Goal #:</b> 8	Host 2011 USATF Western Regional Cross Country Championships	<i>Status (3/20/12): Accomplished</i>
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**Measures of Success of Goal:** PA/USATF hosts 2011 USATF Western Regional Cross Country Championships

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Obtain endorsement from USATF Associations in Western Region for PA/USATF to host Regional Championship	Irene Herman	Obtain endorsement from Region’s Associations by April, 2011	Endorsement obtained  Regional Championship to be held in conjunction with 2011 PA/USATF Cross Country Champs
2 Approval by PA/USATF for organizer to submit bid to host Regional Championship	Irene Herman and Tim Wason	April, 2011	
3. Obtain cash sponsor for Regional Championship awards	Tim Wason	Obtain sponsor by August 15, 2011	Target is \$1,500-\$2,500
4. Organizer submits bid to USATF National Cross Country Council	Tim Wason	Submit bid by April 30, 2011	

<b>Goal #:</b> 9	Host 2013/2014 USA Youth Outdoor Track and Field Championship
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**Measures of Success of Goal:** 2013/ USA Youth Outdoor Track and Field Championship successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(please specify)	(please specify)	(please specify)	(please specify)

<b>Goal #:</b> 10	Remove date conflict between PA/USATF Open Track and Field Championships, other PA/USATF Champs, and collegiate meets  <i>Status (3/20/12): Accomplished. PA/USATF Open and Masters T&amp;F Champs combined in 2012</i>
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**Measures of Success of Goal:** (1) Date conflict removed; (2) Entrants for PA/USATF Open Track and Field Championships increases; (3) More PA/USATF officials available to work meet

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify and secure date for 2011 PA/USATF Open Track & Field Championships that does not conflict with other meets	Al Hernandez	Accomplished. Date for 2011 PA/USATF Open Track & Field Championships is May 29, 2011 at College of San Mateo	(Same as “Measures of Success of Goal” above)

<b>Goal #:</b> 11	Host Disabled Athlete (USA Paralympics) Track & Field National Championships in 2013-2014
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**Measures of Success of Goal:** 2013 or 2014 USA Paralympics Track & Field National Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(please specify)	Fred Baer, Charlie Sheppard, George Rehmet	(please specify)	(please specify)

Planning Area:	<b>Communications</b>
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<b>Goal #: 1</b>	Optimize PA/USATF web site	<p><b>Status (3/20/12):</b> Missed stated benchmarks in 2011. Ongoing in 2012.</p> <p><b>Opportunity:</b> Interactive media and increased use of social media</p> <p><b>Threat (website admin and maintenance in general):</b> Lack of volunteers (may need to commit to funding for contracted help)</p>
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**Measures of Success of Goal:** Increased membership; increased website traffic, increased media coverage

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>Strategic Objectives/Activities</p> <p><b>Transition pausatf.org material to new more reliable host with a complete content management system At January, 2011 Com Com meeting, it was agreed to allow Thomas Vincent to develop new website template.</b></p> <ul style="list-style-type: none"> <li>• Move content management into the hands of each sport committee</li> <li>• Set up an interactive calendar for PA events</li> <li>• Calendar - PA wide community events in our focus area (community, college, HS, youth) ... public / media focus</li> </ul>	<p>Cynci Calvin</p> <p>Thomas Vincent</p> <p>Thom Trimble</p> <p>Communications Committee</p> <p>Katie Wasilenko (to investigate calendar options)</p>	<p>May 9, 2011:</p> <ul style="list-style-type: none"> <li>• Have Com Com review Thomas Vincent template</li> </ul> <p>May 17, 2011:</p> <ul style="list-style-type: none"> <li>• Report to BOA on progress</li> <li>• Ask sports committees to assign members to learn about pausatf.org content management system.</li> </ul> <p>May 18-June 30, 2011:</p>	<p><b>Key Assumptions</b></p> <ul style="list-style-type: none"> <li>• \$5,000 is available to contract for staff for some of this work if volunteers are unavailable.</li> <li>• \$500 needed annually for hosting fee</li> </ul> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>• More frequent updates</li> </ul>

<ul style="list-style-type: none"> <li>• Online registration consistent across all sports disciplines; officials, clinics, events ... etc.</li> <li>• Website Analytics</li> <li>• Search Engine Optimization (SEO)</li> <li>• Work with top search engines to use their free tips &amp; tricks to drive traffic to website</li> <li>• Keep current site as archive.</li> </ul> <p><i>Note:</i> we will need to proceed with a different content management based web developer if Thomas Vincent is unable to complete the site he has offered to produce.</p>		<ul style="list-style-type: none"> <li>• Transition 2011 website material to new website</li> <li>• Review</li> </ul> <p>July 15, 2011</p> <ul style="list-style-type: none"> <li>• New website goes live</li> <li>• Begin archiving pre-2010 material</li> </ul> <p>April 4, 2012: Move to more reliable server</p>	<ul style="list-style-type: none"> <li>• Increased pausatf.org traffic.</li> <li>• Less website downtime</li> <li>• Positive responses about website functions</li> <li>• Annual report to measure traffic flow, etc.; quarterly meeting updates at BOAs</li> <li>• Higher participation in events</li> </ul>
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<p><b>Goal #2</b></p>	<p>Promote PA events and programs: make our sports “sexy” (more attractive to the public and to athletes)</p>
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**Measures of Success of Goal:** increased membership; increased website traffic, increased media coverage

<p><b>Strategic Objectives/Activities</b></p>	<p><b>Responsible Parties</b></p>	<p><b>Benchmarks</b></p>	<p><b>Key Assumptions &amp; Measures of Success</b></p>
<p><b>Print media:</b></p> <ul style="list-style-type: none"> <li>• Get local print media people to re-engage in promoting our events</li> <li>• Better use of Cal Track &amp; Running News</li> </ul>	<p>Communications Committee and interested PA volunteers. If there is an insufficient pool of volunteers to assist with achieving these goals, a plan to hire staff would need to be developed.</p>	<p>May 5, 2011:</p> <ul style="list-style-type: none"> <li>• Communications Committee meeting to discuss and prioritize these objectives and how to implement them.</li> </ul>	<p><b>Key Assumptions</b></p> <ul style="list-style-type: none"> <li>• We will be able to acquire additional volunteer and/or paid staff</li> </ul>

<ul style="list-style-type: none"> <li>• Network with Youth Runner</li> <li>• Publicize our top performing athletes.</li> <li>• Need unique, less time sensitive material: against all odds, how-tos, profiles</li> <li>• Need more photos</li> </ul> <p><b>Pausatf.org</b></p> <ul style="list-style-type: none"> <li>• More athlete bios on pausatf.org sports discipline pages</li> <li>• Promote new “club corner”</li> <li>• Publicize PA athlete success stories</li> </ul> <p><b>Social Networking</b></p> <ul style="list-style-type: none"> <li>• Have elite athletes create blogs that we can promote on our website</li> <li>• Instigate social media opportunities (tweeting, blogging, forums, Facebook)</li> <li>• PA Membership broadcast e-mail in a newsletter format 1-2 times a year (comes from president and provides timely communication to membership)</li> </ul>		<p>May 17, 2011:</p> <ul style="list-style-type: none"> <li>• Present a report to the Board of Athletics about progress</li> </ul>	<p><i>Update (4/2012): Volunteer now on board who is distributing LDR Grand Prix/Champs results to newspaper</i></p> <p><b>Measures of Success</b></p> <ul style="list-style-type: none"> <li>• Increased Membership</li> <li>• Increased numbers of member athletes at PA events.</li> <li>• Increased pausatf.org traffic.</li> </ul>
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(Communications continues on the next page)

<b>Goal #: 3</b>	Facilitate exposure for 2011 IAAF World Championships in Athletics (World Outdoor Championships)	<i>Status ??:</i> How did we do here? --MW
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**Measures of Success of Goal:** (1) Measurable number of media-related inquiries to PA/USATF office, Communications Chair, and Media Chair regarding 2011 World Championships.(2) Post-Championships media report listing print and electronic media stories about World Championships that are directly attributable to PA/USATF press releases and athlete human interest stories. (This information is to be used to compare PA/USATF communications efforts in future World Championships years.)

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Generate press releases and human interest stories about PA/USATF athletes competing in 2011 IAAF World Championships for distribution to media and posting on PA/USATF web site.	Cynci Calvin Fred Baer	XX (specify number) of press releases and human interest stories generated and distributed posted by September 6, 2011	\$XX (specify dollar amount) in PA/USATF budget for press release/story writers  Media-related inquires and stories tracked and documented per “Measures of Success of Goal” above.

(Communications continues on the next page)



Planning Area:	<b>Marketing and Promotions</b>
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<b>Goal #1:</b>	Increase awareness of PA/USATF and increase membership
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**Measures of Success of Goal:** (please specify measures of success)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Disabled Athletes LDR Grand Prix series	Disabled Athletes of PA LDR Committee	Establish Disabled Athletes division within 2011 LDR Road Grand Prix	Implement in 2011 <i>Status (3/20/12): Implemented in 2011. 2012 schedule being planned.</i>
2. Increase traffic to PA/USATF web site	Communications Committee	Set up links to approximately ten key other web sites by <del>June, 2011</del> <b>December 31, 2012</b>	Increased “hits” to PA/USATF web site
3. Promote PA/USATF to K-12 schools and colleges leveraging existing government fitness programs and events (Please clarify “leveraging”)  <ul style="list-style-type: none"> <li>• Demonstrate value to youth (and parents) by providing more competitive opportunities and facilitating summer meets for youth (e.g., youth all-comers meets in the evening)</li> </ul> (Also, see Goal #3 in <b>Athlete Development and Competition</b> section.)	Work with Communications Committee ( <i>Who is to work with Comm Committee?</i> )	<ul style="list-style-type: none"> <li>— San Mateo Championships (<i>Do you mean “Promote at San Mateo Championships?”</i>)</li> <li>— Continue Expo tents at existing events (such as Stanford Invite, Big Sur Marathon, etc.) (specific brochures) (<i>Do you mean “Develop specific promo brochures for each event?” If so, specify this as a distinct Strategic Objective/Activity.</i>)</li> </ul>	(Please specify assumptions and measures of success)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
4. Create marketing brochure specific to Youth.	(Specify Responsible Party)	Complete by February, 2011	This should be a “teaser” piece promoting youth opportunities that points everyone to the web. Do <i>not</i> include schedule as it will date the piece immediately.  Picture/graphics oriented
5. Promote PA/USATF to coaches and clubs — Clinics for Youth and coaches at San Mateo meets  (Also, see Goal #3 in <b>Athlete Development and Competition</b> section.)	Marketing and promotion team to coaches education.	August 3-14, 2011 Thorpe Cup.	Participation level.  <i>Status (3/20/12): Thorpe Cup not awarded to PA in 2011. Try again for 2013, and, if bid is secured, have clinics there</i>
6. Promote PA/USATF to general public leverage (San Mateo) upcoming National and World Championships. (Please rewrite and clarify this sentence. It doesn't make sense.)  (In fact, this entire Objective/Activity needs reworking and rewriting so it makes sense. Some good ideas here, but they are fragmented and disconnected.)	Use PA/USATF clinics and workshops. Teaching and education committee. (Sorry, this doesn't make sense as the responsible party.)	Local athlete and track meet stories (e.g., Thorpe Cup, USATF National Office)  (This needs elaboration and clarification.)	San Mateo print media (Fred Baer contacts)  Ads in SF Chronicle Sports Editor  Letter writing campaign  (Huh ??? Should these go under the Objectives/Activities column?)

Planning Area:	<b>Resources and Education/Training</b>
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<b>Goal #: 1</b>	Each LDR club has minimum number of certified LDR officials in club ranks annually prior to start of LDR Grand Prix Season (March 1 annually)	<i>Status (3/20/12): All LDR clubs met minimums in 2011 and 2012. A total of 18 new LDR officials worked at 13 of our 22 road/cross country G.P. events in 2011.</i>
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**Measures of Success of Goal:** At least one new LDR official working every LDR road and cross country Grand Prix event in 2011

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Notify clubs of requirements	Mark Winitz	Annually. Accomplished for 2011.	Clubs notified
2. Provide educational opportunities for obtaining basic LDR officiating certification	Shirley Conners	Two Beginning LDR Officiating clinics conducted annually	Clinics conducted annually
3. Follow-up to provide new LDR officials on-the-job mentoring, and to monitor how many new LDR officials are volunteering at events	Mark Winitz		At least one new LDR official working every LDR road and cross country Grand Prix event in 2011

**(Resources and Education/Training continues on the next page)**

<b>Goal #: 2</b>	Promote officiating opportunities at track and field methods classes and colleges	<i>Status (3/20/12): With budget cut-backs, many classes were suspended (Fall'11). Will continue efforts</i>
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**Measures of Success of Goal:** Schools with programs accessing USATF information about officiating opportunities

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify track and field methods classes and colleges	Dave Shrock	70% response from schools with active programs	
2. Link info to instructors	Dave Shrock, Cynci Calvin	Uploaded to web	
3. Send info to instructors	Dave Shrock	100% e-mails to instructors	

<b>Goal #: 3</b>	Set up and staff a PA/USATF tent or information booth with promotional materials at county fairs and canter. <a href="#">4/24/12 Update</a> : Promote at more local city street festivals and coordinate with local track clubs to help offset booth costs and to staff the booth.	<i>Status (3/20/12): Unaccomplished in 2011. Renewing efforts in 2012.</i>
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**Measures of Success of Goal:** Tent or information booth staffed at 5 events per year

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify sites/opportunities for tent/information booth	Charles Murphy	By 6/30/2011  (reinvestigated in March, 2012)	

2. Identify volunteers to staff tents/information booths and implement staffing (Considering paying staff plus travel mileage: \$650 budget item)	Charles Murphy	By 6/30/2011  C. Murphy to staff tent in 2012	Attending county fairs and setting up tent
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<b>Goal #: 4</b>	Increase officials’ participation in continuing education and pursuit of advanced skills levels	<i>Status (3/20/12): Officials Committee increased their contacts and distribution of information to encourage increased attendance. Not sure of the % increased.</i>
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**Measures of Success of Goal: (Please specify Measures of Success)**

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Request Officials Executive Committee to require officials to attend at least one officials clinic each quadrennial	Shirley Connors	Request at October, 2010 Officials Exec Comm meeting	

<b>Goal #: 5</b>	Increase the awareness of high school coaches that USATF officials are available for high school meets	<i>Status (3/20/12): More schools are requesting officials</i>
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**Measures of Success of Goal: (Please specify Measures of Success)**

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Send an e-mail to the coach server list explaining availability of USATF officiating resources	Dave Shrock (working with Shirley Connors and Jim Hume)	Send e-mail to coaches by November 15, 2010, and repeat quarterly in <i>CalCurrents</i> Coaches e-zine	An increase in schools asking for officials

<b>Goal #: 6</b>	Conduct a “learn by doing” clinic at Logan High School to educate coaches and parents about conducting safe events	<i>Status (3/20/12): Accomplished. Clinic was conducted at Logan H.S. in 2011. (Is this correct ?? – M.W.)</i>
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**Measures of Success of Goal:** Successful conduction of clinic

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Arrange for seminar with Logan High School	Charles Murphy, S. Connors	Date/ set by Nov 30, 2010	
2. Conduct seminar	Charles Murphy	Report at May, 2011 Board of Athletics and monthly Officials Executive Committee meetings	Seminar successfully conducted

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