



LONG RANGE STRATEGIC PLAN

2013-2016

Key

green type indicates informational areas to be completed or clarified

red type indicates status updates as of 7/12/2013

Planning Areas

Page

(click on a planning area below to go to it)

[Administration and Governance](#)

2

[Athlete Development and Competition](#)

8

[Communications](#)

19

[Marketing and Promotions](#)

23

[Resources and Education/Training](#)

27

Planning Area:	Administration and Governance
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Goal #: 1	New volunteer leadership at the Association committee and Board of Athletics (BOA) levels
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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, 2013 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:</i> Committee Chairs are the recruitment officers until they find someone else.	a. Committee appointments: Committee Chairs b. BOA appointment: PAUSATF President (BOA will monitor)	Committee Recruitment Officers and BOA Recruitment Officer appointed by September 17, 2013 BOA meeting.	Meet deadline. Key Issue: Buy-in from committees that this is a necessary measure
2. Each committee ensures that each of their elected BOA representatives attend at least two BOA meetings per calendar year.	Executive Committees of each PAUSATF committee PA Secretary: Will track attendees and report on compliance by September 17, 2013 BOA meeting.	All BOA committee representatives notified of requirement by September 17, 2013 BOA meeting.	100 percent compliance by all BOA committee representatives by end of 2013 calendar year.
3. Distribute the committee members mentoring booklet that George Kleeman created to committee Chairs with the PAUSATF section of the Bylaws that relates to each specific committee.	Board of Athletics Executive Board	By the September 17, 2013 BOA meeting, distribute handbook and Association Bylaws relating to specific committees to all committees.	Distributed electronically followed by in-person follow-up and discussion with committee Chairs at September 17, 2013 BOA meeting

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
4. Outreach to college teams and PE programs to attract volunteers who will be trained as officials/meet management	TBA	Please specify	Increase in volunteers under age 25 Please be more specific. Example: 25 new volunteers recruited and trained by (date) as a result of this outreach...
5. 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.	Chair of each PA committee (or designee in committee's Operating Procedures)	Report by Secretary annually at September BOA meeting of compliance by each PA committee.	100% compliance by PA committees, and at least 50% of each committee's BOA reps in attendance at each BOA meeting.

(Administration and Governance continues on the next page)

Goal #: 2	<p>Develop and make available a Child Abuse Protection Program to all PAUSATF coaches (all levels) and officials.</p> <p>Research comparable programs to determine the best fit for the Association. Utilize/recognize other programs to fit needs.</p>
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Measures of Success of Goal: Child Abuse Protection Program is developed, made available to PAUSATF youth coaches and officials, and completed by 100% of youth coaches and officials by December, 2016.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Research comparable programs to determine the best fit for the Association. Utilize/recognize other programs to fit needs.	Irene Herman	Research completed by September, 2013	Guidelines and policies from comparable programs that are suitable for PA program will be identified and obtained (with permission by second party).
2. Develop Child Abuse Protection Program	Irene Herman	Program developed and presented to BOA for review by January, 2014	Development and Implementation costs of program to be paid for by PAUSATF BOA.
3. Distribute Child Abuse Protection Program (via PAUSATF website and e-mail) to all PA youth coaches and officials.	PA BOA Executive Board	Initial distribution of program by January, 2014. Thereafter, distributed annually.	Program distributed
4. Track percentage of program completions on a quarterly basis	PA BOA Executive Board	Ongoing activity	60% of all PA youth coaches and officials complete program by December, 2014. 100% by Dec., 2015.

Goal #: 3	Every PAUSATF committee creates or updates committee operating procedures
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Measures of Success of Goal: Every PAUSATF committee has written operating procedures that detail key committee functions and tasks

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Each committee updates current operating procedures or develops new operating procedures	Dave Shrock and Committee Chairs	<p>1. PA Ad Hoc subcommittee set up to oversee operating procedures review and update process</p> <p>2. Timeline created for submission of drafts for review, review process, and final drafts.</p> <p>3, Each PA committee will ultimately have operating procedures that contain a minimum of the following:</p> <ul style="list-style-type: none"> a. Role and scope of committee b. Where committee fits into Assoc. governance structure c. Duties of committee officers d. Committee election procedures e. Annual meeting 	<p>Compliance by 50% of all targeted committees by December, 2013</p> <p>Compliance by 100% of all committees by December, 2014</p>
2. Updated procedures posted on PA website	Committee Chairs, Cynici C.		

Goal #: 4	Streamline PAUSATF governance structure
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Measures of Success of Goal: (to be completed)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Condense PAUSATF's leadership structure in order to.... (to be completed)	Dave Shrock, George Kleeman, Irene Herman, JR Heberle, Fred Baer, Stephanie Brown Trafton	<p>1. Check with Indianapolis national office about compliance with nationally mandated verbiage and content</p> <p>2. Summer, 2013: Convene a PA Bylaws and Operating Procedure revision /review meeting to review leadership structure</p> <p>3. Report findings at Sept. 2013 PA Board of Athletics meeting</p> <p>4. If mandated by Board, update PAUSATF Bylaws to reflect enhancements in leadership structure and implement enhancements by 2015.</p>	Yes or no depending on Indy's answer

(Administration and Governance continues on the next page)

Goal #: 5	Increase the number of individuals willing and able to put on regional and national events
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Measures of Success of Goal:

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify individuals who possess foundational skill sets and who are willing to be mentored on how to administer regional and national events	BOA Executive Comm and John Mansoor	Creation of a list of Association members in different disciplines, (T&F, road race, cross country, youth, etc.)	List submitted to BOA at January 2014 meeting
2. Identify experienced individuals in each discipline willing to mentor identified individuals in administering events within their discipline.	BOA Executive Comm and John Mansoor	Identify willing meet directors within our association	List submitted to BOA at January 2014 Meeting
3. Initiate mentoring effort at a designated event utilizing George Kleeman's mentoring handbook	BOA Executive Comm and John Mansoor	Individuals assigned to event directors	Successful mentoring of individuals who, after a regional or national event, have a clearer understanding about the process of directing a regional or national event

Planning Area:	Athlete Development and Competition
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Goal #: 1	Keep indoor track and field alive regionally by leading a development effort for a new indoor track facility
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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 PAUSATF 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 2014 Agreement in place regarding track and indoor facility by 2015	Indoor track/facility in place by 2015
2. Find an indoor track and facility	John Mansoor	Find facility by 2014	All universities and PAUSATF 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 2015	
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 2015	Schedule may include collegiate, open invitational, masters, and youth meets

Goal #: 2	Establish and publicize a series of specialty meets to (1) identify PAUSATF's emerging elite athletes and provide them with competitive opportunities, and (2) to provide marketing platforms to promote PAUSATF to prospective new members
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Measures of Success of Goal: Specialty meets are established, publicized on PAUSATF web site, and successfully conducted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify hosts of specialty meets: <ul style="list-style-type: none"> • Jumps carnival(s)] (possibly one of Jan Johnson's pole vault meets) • Distance carnival • Throws carnival (possibly one of throws meets at Hartnell College) • Sprints carnival • "Fastest Pro Athlete" division (soccer, football, baseball, etc.) 	Ralph Jones, Stephanie Brown Trafton, Fred Baer	Specialty meets identified by March 1 prior to each outdoor track and field season (2014-2016)	Specialty meets identified
2. Create the following competitions for targeted marketing/new member outreach: <ul style="list-style-type: none"> a. Middle school meets in both cross-country and track & field b. Distance carnival for Open athletes 	John Rembao, Ralph Jones	Create/conduct Middle School Cross Country Invitational in 2013 and Middle School Track & Field Invitational in 2014 Create/conduct distance carnival by end of track season in 2014.	PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)
3. Announce/publicize specialty meets on PAUSATF 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

4. List specialty meets on PAUSATF officials calendar and enlist officiating support for each meet	Officials Committee		Adequate number of officials at each specialty meet
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Goal #: 3	Increase competitive opportunities in order to create and retain participation in track and field and cross country.
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Measures of Success of Goal: (1) At least one “xtreme” track and field competitions created and held during the 2013-2016 quadrennial; (2) At least one USATF national track and field and/or cross country championships hosted during the 2013-2016 quadrennial; (3) At least 10 percent increase in participation by PAUSATF athletes and clubs in selected and designated track and field and cross country competitions (locally and nationally during the 2013-2016 quadrennial, *Note: This will require annual tracking of PA participation numbers in selected meets during the quadrennial.*

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Create “xtreme” track and field competitions for ages 18-34 using a new competition “model” (i.e., crossfit, mudrun)	(Need to find an interested person to lead this effort)	1. Xtreme competition leader identified by December 31, 2014 2. Xtreme competition organizing committee created by December 31, 2014 3. Facility and event date identified by December 31, 2014	Inaugural PAUSATF “xtreme” track and field competition held in 2014 or 2015 <i>Assumption:</i> Event may be attractive to new sponsors.
2. Promote participation in “club” meets (track & field, cross country) with club-scored competition	Club Committee	PAUSATF Club Committee created by December, 2013	More club memberships and more scored meets 15% increase of new PA athlete members with club attachments by Dec. 2014

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
3. Create/host national club champs <ul style="list-style-type: none"> • Cross country (see Goal #7 below for details) • Track and field 		<i>Status (as of 6/26/13):</i> 2015 U.S. Club Cross Country Championships awarded to PAUSATF (Golden Gate Park, second weekend of December) and organizers in place	
4. Create and conduct annually a PAUSATF Club Track & Field Championship	Open and Masters Track & Field Committee Chairs	First annual meet conducted in 2015 and annually thereafter	Successfully created and conducted. Participation goals (number of clubs) will be set after first annual meet.
5. Establish a “Best in the U.S.” T&F meet in PAUSATF that features competition for the top professional, high school, and youth athletes in the nation. (Create a new meet, or partner with an existing meet, to accomplish this.) <i>Status (as of 6/26/13) per John Mansoor: “This is underway with Golden West meet under Dmitry Piterman.”</i>	PAUSATF Open, Masters, and Youth Track & Field Chairs (and meet organizer when identified)	1. Create a PA task force composed of representatives from PA sport committees to find/create/support meet by Summer, 2013 2. Organizers in place (existing meet or new meet) by October, 2013 3. Find sponsor for meet prize purse	Best high school, pro, youth athletes compete in a one weekend meet annually starting in 2014

(Athlete Development and Competition continues on the next page)

Goal #: 4	Host the 2014 USA Junior Olympic Cross Country Championships
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Measures of Success of Goal: 2014 USA Cross Country Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	John Mansoor (lead)	<p>1. Interested organizers identified by July, 2013</p> <p>2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by August, 2013</p> <p>3. PAUSATF approves an organizer by (September, 2013</p> <p>4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office by September, 2013</p>	Bid for Championship submitted to USATF national office and Championship awarded to PAUSATF-approved organizer

Goal #: 5	Host the 2014 USA Outdoor Track & Field Championships
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Status (6/12/13): The Sacramento Sports Commission, a Division of the Sacramento Convention and Visitors Bureau, submitted a bid to host the 2014 USATF Junior/Senior Outdoor Track and Field Championships at Sacramento State University. The bid has been favourably received by the USATF national office and the Site Selection Committee will be performing a site review in early July, 2013.

Measures of Success of Goal: 2014 USA Outdoor Track & Field Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	John Mansoor (lead)	<p>1, Interested organizers identified)</p> <p>2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF</p> <p>3. PAUSATF approves an organizer</p> <p>4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office</p>	Bid for Championship submitted to USATF national office and Championship awarded to PAUSATF-approved organizer

(Athlete Development and Competition continues on the next page)

Goal #: 6	Host the 2015 NCAA Outdoor Track & Field Championships
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Measures of Success of Goal: 2015 NCAA Outdoor Track & Field Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	John Mansoor (lead)	1. Interested organizers identified by August, 2013 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by September, 2013 3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to NCAA national office by September, 2013	Bid for Championship submitted to NCAA national office and Championship awarded to PAUSATF-approved organizer

(Athlete Development and Competition continues on the next page)

Goal #: 7	Host the 2015 USA Club Cross Country Championships
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Measures of Success of Goal: 2015 USA Club Cross Country Championships successfully hosted

Status (6/26/13): 2015 U.S. Club Cross Country Championships awarded to PAUSATF (Golden Gate Park, second weekend of December) and organizers in place. All benchmarks specified below complete.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	Irene Herman (lead), John Rembao	1. Identify interested organizers 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF 3. PAUSATF approves an organizer 4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office	Bid for Championship submitted to USATF national office and Championship awarded to PAUSATF-approved organizer

(Athlete Development and Competition continues on the next page)

Goal #: 8	Host the 2016 USA Junior Outdoor Track & Field Championships
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Measures of Success of Goal: 2016 USA Junior Outdoor Track & Field Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer	John Mansoor (lead)	1. Interested organizers identified by March, 2014 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by May, 2014 3. PAUSATF approves an organizer by May, 2014 4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office by August, 2014	Bid for Championship submitted to USATF national office and Championship awarded to PAUSATF-approved organizer

(Athlete Development and Competition continues on the next page)

Goal #: 9	Identify and work with local athlete “heroes” to create exposure and publicity for them and the sport.
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Measures of Success of Goal: (to be completed)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify 10 youth/HS athletes to feature... <i>Note:</i> Permission of parents is required.	(to be completed)	(to be completed)	(to be completed)
2. Identify 10 elites to feature in blogs, video, Twitter, Facebook, etc. on website	(to be completed)	(to be completed)	(to be completed)
3. Create T.V. spots/commercials featuring athletes	(to be completed)	(to be completed)	(to be completed)

Goal #: 10	Increase funding for elite athlete grants (or support Foundation efforts by providing seed funding and members to compose a grant selection committee)
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Measures of Success of Goal: (1) A total of \$20,000 athlete grant funds distributed annually (\$10,000 in the Spring and \$10,000 in the Fall) to qualified PAUSATF elite athletes starting in Fall, 2013. (2) At least **(to be completed)** athletes apply for grants distributed in each semi-annual cycle.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(to be completed)	(to be completed)	(to be completed)	(to be completed)
(to be completed)	(to be completed)	(to be completed)	(to be completed)

Goal #: 11	Greater assimilation of disabled athletes into PAUSATF open competition
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Measures of Success of Goal: Disabled athletes competing regularly in open competition

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
Increase competitive opportunities for disabled athletes by adding new disabled events to PA Champs and other events and by promoting events to disabled membership	George Rehmet, Charlie Sheppard	(to be completed)	(to be completed)

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Planning Area:	Communications
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Goal #: 1	Optimize PAUSATF web site
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Measures of Success of Goal: New CMS-based website is ready to review and work with. If it is not suitable, we will look at other possibilities.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Transition pausatf.org material to new more reliable host with a complete content management system.</p> <ul style="list-style-type: none"> • Move content management into the hands of each sport committee • Set up an interactive calendar for PA events • Calendar - PA wide community events in our focus area (community, college, HS, youth) ... public / media focus • Online registration consistent across all sports disciplines; officials, clinics, events ... etc. • Website Analytics • Search Engine Optimization (SEO) • Work with top search engines to use their free tips & tricks to drive traffic to website • Keep current site as archive. 	<p>Cynci Calvin</p> <p>Thomas Vincent</p> <p>Thom Trimble</p> <p>Communications Committee</p> <p>New volunteers</p> <p>(John Mansoor suggested finding local elite and/or sub-elite athletes who would do this work for a stipend)</p>	<ul style="list-style-type: none"> • By July 30, 2013: Investigate the improved Content Management System provided by Wordpress.org and set up a parallel site for testing. • By August 1, 2013: Have a site ready for review by Communications Committee Exec. Board and Sports Committee Chairs. • By (date to be determined): Have a report ready for the PA BofA meeting with a review of Thom Vincent's site and a plan to move forward with it or to seek other options. 	<p>Key Assumptions</p> <ul style="list-style-type: none"> • \$5,000 is still available to contract for staff for some of this work if volunteers are unavailable. • \$500 needed annually for hosting fee <p>Measures of Success</p> <ul style="list-style-type: none"> • New website is up and running <p><i>(more on next page)</i></p>

Optimize PAUSATF web site (continued)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
			<ul style="list-style-type: none"> • Sports Committees pleased with ability to do their own updates • More frequent website updates • Increased pausatf.org traffic. • Less website downtime • Positive responses about website functions • Annual report to measure traffic flow, etc.; quarterly meeting updates at BOAs • Higher participation in events

(Communications continues on the next page)

Goal #2	<p>More media coverage of PA events and athletes</p> <p>Note: Specific events to target for more media coverage include:</p> <ul style="list-style-type: none"> • USOC sponsored events in PA: <ul style="list-style-type: none"> — 2013 Valor Games (June 11 – June 13 at CSM) — 2014 USA Paralympics T&F Champs at CSM • 2013 IAAF World Track and Field Championships • 2014 IAAF World Junior Championships (July 22-27, Eugene)
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Measures of Success of Goal: Increased print, TV, and electronic media coverage (including PA website and Facebook activity)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Identify writing/photography/publicity team</p> <p>2. Writing/photography/publicity team generates press releases, human interest stories, and photos about the events (and PAUSATF athletes competing in the events) for distribution to media and posting on PAUSATF web site.</p> <p>3. Athletes competing in the events generate Facebook and social media outreach.</p> <p>4. Following each targeted event, generate a post-event media report listing print and electronic media stories about these events that are attributable to PAUSATF press releases and athlete human interest stories</p>	<p>Fred Baer, Charles Sheppard, John Mansoor, Cynai Calvin</p>	<p>Writing/photography/publicity team in place by August 1, 2013 (in time for coverage of 2013 IAAF World Track & Field Championships)</p>	<p>Key Assumptions</p> <ul style="list-style-type: none"> • We will be able to recruit <i>volunteer</i> writers/photographers/publicists • Funds to hire the above will be available if we can't find volunteers

Goal #3	Improve, refine, and enhance the PAUSATF – <i>California Track & Running News</i> business relationship and the value of <i>CTRN</i> for PAUSATF members and events
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Measures of Success of Goal: A relevant, interesting, and sustainable PAUSATF official publication (*CTRN*) that meets or exceeds the needs and interests of PAUSATF members (all constituents), PAUSATF championships and other PAUSATF major events, and the publisher.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Establish a “<i>CTRN</i> subcommittee” (of the PA Communications Committee) to examine, and make recommendations for:</p> <ul style="list-style-type: none"> a. improving, the value of <i>CTRN</i> for PAUSATF members and events, and b. facilitating and improving the editorial coverage and visibility of PAUSATF athletes, events, and activities in <i>CTRN</i> 	Board of Athletics and Cyni Calvin	<p>1. Subcommittee established and conducts initial meeting by 6/30/2013</p> <p>2. Subcommittee examines PAUSATF-<i>CTRN</i> cooperative activities and operations and establishes procedures and policies for improving operations</p> <p>3. Subcommittee makes recommendations to Board of Athletics by September, 2013 Board meeting</p> <p>4. Approved recommendations implemented by end of 2013</p>	<p><i>Assumption:</i> Subcommittee will be composed of PAUSATF representatives representing various PAUSATF constituencies and at least one <i>CTRN</i> rep.</p>

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Planning Area:	Marketing and Promotions
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Goal #1:	Increase awareness of PAUSATF with the aim of increasing membership
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Measures of Success of Goal: Increase of PAUSATF membership by 2% in 2013, 3% (2014), 3% (2015), and 4% (2016) over each previous year's membership

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify competitions (both new and established) where marketing campaigns and membership drives will be conducted.	Ralph Jones, John Rembao	Identify meets annually by January 1 (road racing and track & field) and July 1 (cross country)	PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)
2. Create the following competitions for targeted marketing/new member outreach: a. Middle school meets in both cross-country and track & field b. Distance carnival for Open athletes (see Athlete Development) & Competition planning area for details)	John Rembao, Ralph Jones	Create/conduct Middle School Cross Country Invitational in 2013 and Middle School Track & Field Invitational in 2014 Create/conduct distance carnival by end of track season in 2014.	PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)
3. Work with middle school leagues to provide meet management guidance and planning for Middle School meets described in #2 above	John Rembao	Collaborate with one league during cross country in 2013, and track and field in 2014	Solicit appropriate PAUSATF staff and volunteers to be trained as necessary

Goal #2:	Increase PAUSATF Advertising
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Measures of Success of Goal: Bring in \$2,500 marketing revenue in 2014, \$5,000 in 2015, \$10,000 in 2016

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Develop advertising policy	Cynci + John Rembao	Draft policy reviewed by PA Board by Fall of 2013 Policy voted on by PA board by year end of 2013	Advertising policy implemented by January, 2014
2. Develop Website/electronic and hard-copy advertising collateral material for potential advertisers	John Rembao + Cynci	Create advertising collateral material by year end of 2013	\$500 expense for printing hard copy advertising collateral material
3. Reach out to new advertisers: a. Post PA advertising contact and electronic collateral material on PA website b. Mail hard copy (via U.S. postal service) and electronic (via e-mail) advertising collateral materials	John Rembao + Cynci	a. Posted on PA website by January 2014 b. Mailings sent out monthly to potential advertisers based on PAUSATF leads and targeted company solicitations	Solicit 120 potential advertisers annually
4. Create additional marketing materials: flyers, postcards, and banners with PAUSATF website address on all materials	John Rembao + Cynci + George Rehmet	Ten PAUSATF banners prepared by May 2014 ready for distribution	\$500 for banners & \$500 for printed materials (different from advertiser collateral material)

Goal #3:	Recruit sponsors for PAUSATF
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Measures of Success of Goal: Continuing revenue stream via sponsors: \$2,500 in 2013, \$5,000 in 2014, \$7,500 in 2015, and \$10,000 in 2016

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Assemble PAUSATF marketing committee with representation from all PA committees	John Rembao	Active committee developing policy by fall 2013	All committees provided with opportunity to participate. Guidelines approved by board; reviewed annually
2. Develop sponsorship guidelines (include benefits to members)	Marketing committee – John Rembao	Guidelines provided to board by fall 2013	Website upgraded to meet quality standards of sponsors & \$500 for sponsorship materials
3. Develop target list of sponsors	John Rembao	Contact top two sponsors in each category of sponsorship by January, 2014	
4. Secure sponsorship contracts	John Rembao	Four sponsors signed annually New membership benefits added to website for each new sponsor	At least one sponsor signed in each of the top four sponsorship categories (non-alcoholic beverage, banking, telecomm, automotive)
5. Create new PAUSATF membership benefits based on sponsor support			Each new sponsor must provide tangible benefits to PA membership annually

Goal #: 4	Develop PAUSATF strategic partnerships
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Measures of Success of Goal: Continuing revenue stream via strategic partnerships: \$2,500 in 2013, \$5,000 in 2014, \$7,500 in 2015, and \$10,000 in 2016

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Assemble PAUSATF strategic partnership sub-committee (of Marketing Committee) and recruit representation from all PA committee	John Rembao	Active sub-committee developing policy by fall 2013	All committees notified and provided opportunity to participate
2. Develop strategic partnership guidelines (how does each partnership meet our mission)	Partnership sub-committee, John Rembao, Ralph Jones, Joseph Ols, (Ann Cribbs)	Guidelines completed by Fall 2013 Secure partnerships by Feb 2014 (CIF and Sections within the PA)	Guidelines provided to PA Board for review
3. Develop target list of partnerships and solicit prospective sponsors	Partnership sub-committee, John Rembao	Secure partnerships by Feb 2014 (CIF and Sections within the PA)	
4. Develop collateral material for partnerships	Cynci + John Rembao	Materials provided to partners annually for event packages	USATF will create and provide our partners with collateral to increase membership (see strategic goal #2 for details)
5. Contact all PAUSATF clubs to encourage linking to our website	Cynci + Dave Shrock	50% of clubs linking by 2014 75% of clubs linking by 2015 100% of clubs linking by 2016	Clubs notified by President of Association and through annual renewal process

Planning Area:	Resources and Education/Training
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Goal #: 1	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)
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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 2013

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Notify clubs of requirements	Mark Winitz	Annually	Clubs notified
2. Provide educational opportunities for obtaining basic LDR officiating certification	Shirley Connors, Officials Clinic Committee	• Two Beginning LDR/XC Officiating clinics conducted annually	Clinics conducted annually
3. Post the annual PAUSATF annual calendar of LDR events on PA web site and contact officials quarterly (at a minimum) to inform them of officiating opportunities	Mark Winitz, Tom Bernhard		
4. 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 2013

Goal #: 2	High school and college coaches and section officers at schools within the PA fully understand the rules of competition (USATF, NFHS, NCAA rules as appropriate) and ensure that the rules are implemented
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Measures of Success of Goal: A decrease in rules infractions at high school, collegiate, Junior, and Youth events on the PAUSATF calendar at which PAUSATF officials officiate

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Provide educational opportunities (rules clinics, tools, rules reviews) for coaches (both high school and college)	Officials Training Committee	<p>Provide educational opportunities annually by March, 2014 after the following have been accomplished:</p> <ul style="list-style-type: none"> • A clinic content outline is reviewed and approved by Officials Training Committee (summer 2013) • Learning materials, rules reviews, etc. are compiled by March, 2014 • Schedule clinics to be held in Reno, Santa Cruz, San Mateo and Sacramento in early 2014 • Notify coaches and section officers of clinics and conduct clinics • Schedule and conduct subsequent clinics (annually) 	<p>1. Pilot rules clinic for high school/college coaches and section officers conducted</p> <p>2. Subsequently, at least four clinics conducted annually in geographically separate areas of PAUSATF</p> <p>3. A system for tracking rules infractions at targeted meets will be developed to gauge effectiveness of education.</p> <p>4. High schools and colleges that organize/offer invitational events and use volunteers will be targeted for clinics.</p>

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
2. Allow high school and college coaches to attend PAUSATF “Introduction” and “Fundamentals” officials clinics for free if they do not want to be certified officials	Officials Training Committee	Implement in winter of 2013/2014	Coaches attending clinics free of charge Increase number of coaches attending clinics by at least 10% annually through 2016
3. Include a rules discussion/review in each quarterly issue of <i>CalCurrents</i>	Dave Shrock, Officials Training Committee, Dave Soeth	Begin in Fall, 2013 issue	Rules discussions/reviews in each quarterly issue of <i>CalCurrents</i>

Goal #: 3	Set up and staff a PAUSATF tent or information booth with promotional materials at county fairs and canters
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Measures of Success of Goal: Tent or information booth staffed at a minimum of five county fairs and centers per year

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Identify sites/opportunities for tent/information booth (include local city street festivals and coordinate with local track clubs to help offset booth costs and to staff the booth)	Charles Murphy and other officials recommended by the Officials Chair		Tents and/or informational booths at a minimum of five events annually
2. Identify volunteers to staff tents/information booths and implement staffing (Considering paying staff plus travel mileage: \$650 budget item)	Charles Murphy		Volunteers attending county fairs and setting up and staffing tent
3. Tents/information booths staffed at targeted events	Charles Murphy and Dave Shrock		

Goal #: 4	Increase officials' participation in continuing education and pursuit of advanced skills levels
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Measures of Success of Goal: (1) Attendance by 60% of currently certified officials at annual clinics, and (2) 25% increase in PAUSATF officials holding advanced skill levels (Masters level or above) by 2016

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Request Officials Executive Committee to encourage officials to attend at least one officials clinic each quadrennial	Jim Hume	Request at Fall, 2013 Officials Exec Comm meeting	See above

Goal #: 5	Increase the awareness of high school coaches that USATF officials are available for high school meets
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Measures of Success of Goal: An increase in high schools asking for officials

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 (officials, clinics, and equipment)	Dave Shrock working with the Officials Executive Committee/Chairman & Officials Training Committee	Send e-mail to coaches by September 15 annually and repeat quarterly in <i>CalCurrents</i> Coaches e-zine	An increase in schools asking for officials
2. Reinforce the message that officiating resources are available for meets by ensuring that designated high school meets on the PAUSATF calendar have adequate officials crews	Officials Committee		A PAUSATF meet calendar is compiled and distributed to all officials by newsletter and on PAUSATF website

Goal #: 6	Conduct “learn by doing mini-clinics” at local high schools to educate coaches and parents about conducting safe events
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Measures of Success of Goal: Successful conduction of clinics

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Compile guidelines for conducting safe events at the high school level, review the guidelines by a peer group of officials, and finalize as a guide for use at clinics	Officials Clinic Committee	Guidelines in place by September 1, 2013	Appropriate USATF national guidelines for conducting safe events will be incorporated.
2. Contact high schools within PAUSATF that organize Invitational events, and compile a list of mini-clinic locations and dates	Officials Clinic Committee	Locations and dates identified by October 1 annually	
3. Conduct mini-clinics	Officials Clinic Committee		A minimum of two mini-clinics conducted in 2013 and minimum of four clinics annually thereafter

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