



LONG RANGE STRATEGIC PLAN

2013-2016

Current Version, Updated June 1, 2014

Key

green type indicates informational areas to be completed or clarified

red type indicates status updates as of 6/1/14

Planning Areas

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

	<i>Page</i>
Administration and Governance	2
Athlete Development and Competition	11
Communications	26
Marketing and Promotions	31
Resources and Education/Training	37

Planning Area:	Administration and Governance
----------------	--------------------------------------

Goal #: 1	New volunteer leadership at the Association committee and Board of Athletics (BOA) levels	<i>Status (March, 2014): Accomplishments: New Chairs for Masters T&F, Officials, Athletes, Paralympic, Marketing. New RW Exec Comm; new Youth V.P. and Treasurer; Coaches: new Collegiate/Open rep</i>
------------------	---	--

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. <i>Status (March, 2014): Objective accomplished by committees</i>	a. Committee appointments: Committee Chairs b. BOA appointments: 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. <i>Status (March, 2014): Objective accomplished for 2013</i>	Executive Committees of each PAUSATF committee PA Secretary: Will track attendees and report on compliance by at first BOA meeting each calendar year.	All BOA committee representatives notified/reminded of requirement by January 1 of each calendar year.	100 percent compliance by all BOA committee representatives by end of 2013 each 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. <i>Status (March, 2014): Distributed.</i>	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

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>4. Outreach to college teams and PE programs to attract volunteers who will be trained as officials/meet management</p> <p><i>.Status (March, 2014): Mike Bower sent e-mails to high schools and colleges. Dave Shrock included note in Pacific Currents e-zine.</i></p>	<p>Mike Bower, Dave Shrock, Shirley Connors, Jere Summers</p>	<p>Annually, recruit and train 5 new volunteers under age 25 as officials/meet managers.</p>	<p>20 new volunteers recruited and trained as officials/meet managers by end of 2016</p>
<p>5. Each year, send notice to all PA committees to hold annual committee meetings before September BOA meeting and elect committee reps to the BOA. Send names of reps to PA Secretary and office by Sept. 10 each year.</p> <p><i>.Status (March, 2014): Notice sent for 2013 calendar year,</i></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. (generally meeting at least for sports committees)</p>
<p>6. Implement volunteer recruiting/training/retention program</p>	<p>Board of Athletics Dave Shrock Committee Recruitment Officers (as specified in Strategic Objective/Activity #1 above)</p>	<p>By December, 2014 do the following:</p> <ul style="list-style-type: none"> • Hold a social gathering job fair sponsored by the Board of Athletics to recruit and introduce potential volunteers to the areas needing help within the Board and the various committees • Review current Youth initiative that they have implemented to get volunteers • Develop and publish a list of incentives to volunteer 	<p>At least ?? new volunteers recruited and trained for BOA and committee positions by December, 2014</p>

Goal #: 2	Adopt and apply USOC’s SafeSport program (child abuse protection program) when it is made available to NGBs and the USATF national office	<i>Status (May, 2014): USOC is currently developing this program.</i>
------------------	---	---

Measures of Success of Goal: USOC SafeSport Program is adopted and applied in all PA/USATF Youth programs, activities and competitions.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(To be developed after USOC/USATF rolls out program.)	(To be developed)	(To be developed)	(To be developed)

Goal #: 3	Every PAUSATF committee creates or updates committee operating procedures	<i>Status (March, 2014): RW and Youth Committees have updated Ops Procedures. Coaches, Athletes and T&F Committees need procedures. LDR, Officials, Masters T&F procedures need updating.</i>
------------------	---	---

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, Irene Herman, Jere Summers, and Committee Chairs	1. Timeline created for submission of drafts for review, review process, and final drafts. 2, Develop a committee operating procedures <u>template</u> (compliance matrix) that contains generic items that must be included in all committees’ operating procedures.	Compliance matrix; to be reviewed by BOA, May’ 14 <i>Status (May, 2014): Approved by BOA</i> Sent to committees June’ 14 Compliance by 50% of all targeted committees by December, 2014 (continued on next page)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
		3. Each PA committee listed in the PA Bylaws will ultimately have operating procedures that contain a minimum of the following: a. Role and scope of committee b. Where committee fits into Assoc. governance structure c. Duties of committee officers Committee election procedures e. Annual meeting f. Procedures for major decision	Compliance by 100% of all committees by December. 2015
2. Updated procedures posted on PA website	Committee Chairs, Cynci C.		

(continued on next page)

Goal #: 4	Every PA/USATF committee conducts an annual meeting
------------------	---

Measures of Success of Goal: All committees comply with annual meeting requirement

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. All committees are notified/reminded of requirement annually. 2. Each committees sets an annual meeting date and communicates date to PA Vice President 3. All committees conduct annual meetings	PA Vice President, Committee Chairs, Communications Manager	All committees notified/reminded to set annual meeting by January 15 annually Dates for all committee annual meetings set by February 15 annually All committees send annual meeting minutes to PA Vice President and minutes are posted on PA web site	

Goal #: 5	Streamline PAUSATF governance structure	<i>Status March, /2014): DONE ! Organizational structure of BOA has been updated and posted on PA website.</i>
------------------	---	--

(continued on next page)

Goal #: 6	Increase the number of individuals willing and able to organize and administer regional and national events	<i>Status March, /2014): Benchmarks not achieved, Benchmark for Strategic Objectives/Activities <u>revised.</u></i>
------------------	---	---

Measures of Success of Goal: More individuals in PA/USATF who have the skill sets to organize and direct USATF regional and national championships

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, 2015 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, 2015 Meeting
3. Initiate mentoring effort at a designated event utilizing George Kleeman’s mentoring handbook	BOA Executive Comm and John Mansoor	Mentoring effort rolled out at a designated event in Spring, 2015 (or sooner, if feasible)	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

(continued on next page)

Goal #: 7	<p>PA/USATF Long Range Strategic Plan is reviewed and updated regularly to:</p> <p>(1) Evaluate and document progress on current strategic programs</p> <p>(2) Revise current strategic programs as necessary</p> <p>(3) Add or eliminate strategic programs to reflect PA/USATF's current activities and priorities</p>
------------------	--

Measures of Success of Goal: Strategic Plan is reviewed and updated quarterly, as necessary. A new Strategic Plan is produced each Olympiad (every four years).

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Long Range Strategic Plan for current Olympiad is reviewed and updated semi-annually (for March and November Board of Athletics meetings)</p>	<p>PA/USATF Board of Athletics (BOA)</p> <p>PA Strategic Planning Task Force (SPTF) composed of Task Force Chair and BOA members assigned by PA/USATF President to oversee each strategic planning area</p> <p>PA/USATF Executive Director</p>	<p>1. SPIF members evaluate progress/status of strategic programs in current Strategic Plan semi-annually and document:</p> <ul style="list-style-type: none"> • Clarifications and enhancements to current strategic programs/activities • Strategic accomplishments to date • Revisions and actions items for strategic programs/activities, as necessary <p>(continued on next page)</p>	<p>All Strategic Plan updates with budgetary impacts must be considered with respect to the current annual budget and budgetary constraints.</p> <p>In general, strategic program revisions that impact the budget will be tabled for BOA discussion when the following year's annual budget is set.</p>

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
		<p>2. SPTF then conducts a teleconference call to discuss 2.</p> <p>2. SPTF then conducts a teleconference call to discuss Strategic Plan updates to recommend to the BOA.</p> <p><i>Note:</i> The SPTF will present any <u>funding needs</u> to the BOA (annually in August) for inclusion in the annual budget</p> <p>4. SPTF presents Strategic Plan progress report to BOA at the March and November BOA meetings and recommends Strategic Plan updates, as necessary, for BOA approval</p>	
<p>2. A new Long Range Strategic Plan is generated each Olympiad</p>	<p>PA/USATF Board of Athletics (BOA)</p> <p>PA Strategic Planning Task Force (SPTF) composed of Task Force Chair and BOA members assigned by PA/USATF President to oversee each strategic planning area</p> <p>PA/USATF Executive Director</p>	<p>1. BOA conducts planning session to generate a new Strategic Plan by the end of first quarter of Year #1 of every four-year Olympiad.</p> <p>2. Draft of new Strategic Plan is presented to BOA for approval no later than the second BOA meeting in Year #1 of current Olympiad.</p>	<p>New Long Range Strategic Plan in place every Olympiad</p>

Goal #: 8	Diligent oversight of PA/USATF committee operations
------------------	---

Measures of Success of Goal: Committees operate in an efficient, uniform, and accountable manner according to PA/USATF Bylaws and receive administrative support from PA Executive level as necessary.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Create a volunteer position entitled PA/USATF Committee Operations Coordinator and document responsibilities of this coordinator	PA/USATF President and Board of Athletics (BOA)	1. Responsibilities of Committee Operations Manager documented as a proposed amendment to PA Bylaws 2. Proposed Bylaws amendment presented to BOA at May, 2014 BOA meeting 3. Proposed Bylaws amendment voted upon by BOA at November, 2014 BOA meeting	<i>Assumption:</i> A responsible volunteer will be found to take on this role
2. Every PA/USATF Committee conducts an annual meeting			

(Continued on next page)

Planning Area:	Athlete Development and Competition
----------------	--

Goal #: 1	Keep indoor track and field alive regionally by leading a development effort for a new indoor track facility	<i>Status (April, 2014): Accomplishments: Reno has agreed to do this. (Portland also has one in the works.)</i>
------------------	--	---

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, invite, 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
------------------	---

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 Exhibition Opportunities <ul style="list-style-type: none"> • 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: <ol 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)

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

Goal #: 3	Increase competitive opportunities in order to create and retain participation in track and field and cross country.
------------------	--

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.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
2. Promote participation in “club” meets (track & field, cross country) with club-scored competition	Club Committee, XC Committee, Open T&F 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
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

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
6. Create more competitive track & field opportunities/events for post-collegiate athletes that take place in May annually	(To Be Competed)	(To Be Competed)	More May track & field opportunities/events for post collegians

Goal #: 4	Host the 2014 USA Junior Olympic Cross Country Championships	<u>Status (May, 2014):</u> Lost the bid
------------------	--	--

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)	1, Interested organizers identified by July, 2013 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by August, 2013 3. PAUSATF approves an organizer by (September, 2013) 4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office by September, 2013	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
-----------	---

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

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Identify organizer(s) interested in submitting bid(s) for Championship, approve an organizer, prepare and submit bid in conjunction with organizer</p> <p><i>Status (April, 2014):</i> Bid successful. Awarded to Sacramento. Event date: June 26-29, 2014.</p>	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
2. Sell 22,000 for the event	John Mansoor	Sell 2,500 all session passes by June 15th; 12,000 in last two weeks	22,000 tickets sold
3. Hold Golden West Invitational meet in conjunction with 2014 USA Outdoor Champs	John Mansoor		

(Athlete Development and Competition continues on the next page)

Goal #: 6	Host the 2016 and/or 2018 NCAA West Regional T&F Championships
------------------	--

Measures of Success of Goal: 2016 and/or 2018 NCAA Western Regional 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: 2016 Champs: August, 2014 2018 Champs: August, 2016 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by: 2016 Champs: September, 2014 2018 Champs: September, 2016 3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to NCAA national office by: 2016 Champs: September, 2014 2018 Champs: September, 2016	Bid for Championship submitted to NCAA national office and Championship awarded to PAUSATF-approved organizer

Goal #: 7	Host the 2016 NCAA West Regional Cross Country Champs
------------------	---

Measures of Success of Goal: 2016 NCAA West Regional 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)	1. Interested organizers identified by Sept., 2013 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by Sept., 2013 3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to NCAA national office by Sept., 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 #: 8	Host the 2015 USA Club Cross Country Championships
------------------	--

Measures of Success of Goal: 2015 USA Club Cross Country Championships successfully hosted

Status (5/23/14): 2015 U.S. Club Cross Country Championships awarded to PAUSATF (Golden Gate Park, second weekend of December) and organizers in place.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Recruit sponsors for event	Irene Herman, John Rembao	1, Create sponsorship categories and bid package(s) 2. Solicit sponsors via PA/USATF web site and links from USATF national web site.	Cash in in-kind sponsors in place by March, 2015
(additional strategic objectives and activities for this goal to be identified)			

(Athlete Development and Competition continues on the next page)

Goal #: 9	Host the 2016 USA Junior Outdoor Track & Field Championships
------------------	--

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 #: 10	Host a U.S. collegiate championship in road racing, mountain running, or trail running in conjunction with Collegiate Running Association
-------------------	---

Measures of Success of Goal: U.S. collegiate championship 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	PA LDR Committee	1. Interested organizers identified by: Sept., 2014 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by: Sept., 2014 3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to Collegiate Running Association by: Oct., 2014	Bid for Championship submitted to Collegiate Running Association and Championship awarded to PAUSATF-approved organizer

(Athlete Development and Competition continues on the next page)

Goal #: 11	Identify and work with local athlete “heroes” to create exposure and publicity for them and the sport.
-------------------	--

Measures of Success of Goal: (To Be Competed)

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

(Athlete Development and Competition continues on the next page)

<p>Goal #: 12</p>	<p>Increase funding for elite athlete grants (or support Foundation efforts by providing seed funding and members to compose a grant selection committee)</p>	<p><i>Status (May, 2014): Accomplishments:</i></p> <p>Grants of up to \$1,000 offered for elite/emerging elite athletes who are training for the 2016 Olympic Trials and Rio Games. Application deadline: 6/15/14</p>
--------------------------	---	---

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 - how many?)** 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)

(Athlete Development and Competition continues on the next page)

Goal #: 13	Greater assimilation of disabled athletes into PAUSATF general competition
-------------------	--

Measures of Success of Goal: Disabled athletes competing regularly in general competition

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>Increase competitive opportunities for disabled athletes by:</p> <ul style="list-style-type: none"> • adding new disabled events to PA Champs and other events • promoting events to disabled membership <p>Specific Activities:</p> <ol style="list-style-type: none"> 1. Distribute quarterly PA/USATF newsletter (that includes information about PA events and activities for disabled athletes) to athletes with disabilities and clubs with related interests <p>Note: See Goal # 4 in “Communications” section for details about this new PA newsletter.</p> <ol style="list-style-type: none"> 2. Create/maintain page for athletes with disabilities on PA/USATF website 3. Identify races and meets that show interest in incorporating disabled athlete competition and have courses that are safe 	<p>George Rehmet, Charlie Sheppard, Cynci Calvin</p>	<p>January, 2015: first PA eNewsletters produced (per Goal #4 in “Communications” section)</p> <p>By January 2015, create athletes with disabilities page on PA/USATF website</p> <p>By January 2015, begin coordinated outreach to events with potential interest in incorporating disabled athlete competition</p>	<p><i>Assumption:</i> Sufficient volunteer staffing will be available to create and maintain a PA web site page/area devoted to athletes with disabilities</p> <p><i>Measures of Success:</i></p> <ul style="list-style-type: none"> • An Increase in PA/USATF athlete members with disabilities • An increase in PA/USATF sanctioned events that offer divisions and/or demonstration events for athletes with disabilities

Goal #: 14	Host 2014 U.S. Paralympics Track and Field National Championships
-------------------	---

Measures of Success of Goal: 2014 Paralympics Track and Field National Championships successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(To Be Competed)	Current LOC: Fred Baer, George Rehmet, Charlie Sheppard, Sonny Maynard, Dave Shrock	(To Be Competed)	(To Be Competed)

(continued on next page)

Planning Area:	Communications
----------------	-----------------------

Goal #: 1	Optimize PAUSATF web site
------------------	---------------------------

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. If it is not suitable , we will look for other possibilities. Website has a steady increase in traffic and less downtime.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Finalize the new PA/USATF website using a wordpress.com platform. It will include the following components most of which were listed as objectives in the 7/12/2013 Strategic Plan.</p> <ul style="list-style-type: none"> • Interactive calendar for 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) • Provision of space for ads and sponsor logos/links (these will be determined by the Marketing Committee) <p>2. Transition pausatf.org material to the new site.</p> <p>3. Move content management into the hands of each sport committee.</p> <p>4. Keep current site as archive until all of the material can be moved to the new site.</p>	<p>Cynci Calvin, pausatf.org content manager</p> <p>Alia Gray (the elite athlete commissioned to develop the new Word Press CMS based website)</p> <p>Thomas Vincent (works with Alia on the technical aspects of the new web site)</p> <p>Thom Trimble (long time pausatf.org developer and webmaster), Jeff Teeters co-pausatf.org developer</p> <p>Communications Committee</p> <p>Marketing Committee: John Rembao, Sean Roland</p> <p>New volunteers to assist with content management, including representatives from each sport committee</p>	<p>March 19 – July 31, 2014: Ongoing website reviews and refinements of layouts.</p> <p>August 1, 2014: the new website is ready for migration of material essential for 2014 functionality.</p> <p>September 1, 2014: the new website, currently in development, is launched as the official pausatf.org website.</p> <p>September 1, 2014: a plan is prepared for educating Sport Committee representatives about updating their website pages.</p>	<p>Key Assumptions</p> <ul style="list-style-type: none"> • The website will be ready to launch Sept. 1. 2014. • Sport Committee representatives and new volunteers will be available to learn about and participate in website updates. <p><i>Measures of Success:</i></p> <ul style="list-style-type: none"> • Analytics will show a steady increase in website traffic, less downtime. These will be reported at BoA meetings. • Positive reactions about website functionality

<p>Goal #2</p>	<p>More media coverage of PA events and athletes. Specific national events to target:</p> <p>2014 National Paralympic T&F Championships, June 20-22</p> <p>2014 U..S. Outdoor T&F Championships, June 26-29, 2015</p> <p>U.S. XC Championships.</p> <p>Consider PA Championships as well (youth, masters LDR, racewalk, ultra).</p>	<p><i>Status (May, 2014): Accomplishments:</i></p> <p>April 22-23, 2014: Fred Baer provided 13 articles written in various newspapers about the National.Paralymphics.</p>
-----------------------	---	--

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 and Facebook page</p> <p>3. Athletes competing in the events generate Facebook and social media outreach.</p>	<p>Fred Baer, Charles Sheppard, John Mansoor, Cynci Calvin, George Rehmet, Sonny Maynard, Dave Shrock, Mark Winitz</p>	<p>May 15, 2014: outreach for writers, photographers, PR team members, and coordinator for finding and supervising young writers.</p> <p>June 1, 2014: Writing/photography/publicity team in place.</p> <p>Date TBA: Jim Hume to apply for photographer credentials as soon as credentials applications become available</p>	<p><i>Assumption:</i> We will be able to recruit <i>volunteer</i> writers, photographers, publicists</p> <p><i>Assumption:</i> We can find a mentor to coordinate young, aspiring writers</p> <p><i>Assumption:</i> Funds to hire the above will be available if we can't find volunteers.</p>

(Communications continues on the next page)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>4. Develop a program with a coordinator (who is possibly paid small stipend) to attract younger aspiring writers to write/blog about athletes and events.</p> <p>5. Obtain a photographer’ credential for Jim Hume to shoot photos at 2014 U.S. Outdoor T&F Champs.</p> <p>6. Start a photo archive of PA/USATF athletes.</p> <p>7. Per Irene Herman’s request, establish a webpage within the pausatf.org site for the 2015 XC Championships.</p>		<p>Begin 5/15/14: PA athlete photo archive</p> <p>2015: Create XC Champs webpage:</p>	<p><i>Measures of success:</i></p> <p>A post-event media report will show many print and electronic media stories about these events. Facebook page will show increased activity.</p> <p>Jim Hume is able to provide photos to accompany articles</p>

(Communications continues on the next page)

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
----------------	---

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> <p style="padding-left: 20px;">a. improving, the value of <i>CTRN</i> for PAUSATF members and events, and</p> <p style="padding-left: 20px;">b. facilitating and improving the editorial coverage and visibility of PAUSATF athletes, events, and activities in <i>CTRN</i></p>	<p>Cynci Calvin, Mark Winitz, <i>CTRN</i> Editor Christine Johnson Dave Shrock, Tom Bernard, John Rembao, Maura Kent, Fred Baer</p>	<p>1. Subcommittee established and conducted an initial meeting on Oct. 2, 2013</p> <p>2. Subcommittee examined PAUSATF-<i>CTRN</i> cooperative activities and operations and established procedures and policies for improving operations</p> <p>3. Subcommittee made recommendations to Board of Athletics at the November, 2013 Board meeting, and were approved.</p> <p><i>Status (May, 2014):</i> Changes in the print and online publication of <i>CTRN</i> initially delayed implementation of changes. Now moving forward</p>	<p><i>Assumptions:</i></p> <ul style="list-style-type: none"> • Subcommittee will be composed of PAUSATF representatives representing various PAUSATF constituencies and at least one <i>CTRN</i> rep. • <i>CTRN</i> will agree to recommendations. • <i>CTRN</i> will continue to be published.

Goal #4	PA/USATF Emailed Newsletters
----------------	------------------------------

Measures of Success of Goal: Quarterly PA/USATF newsletters produced and distributed to all PA/USATF members potential members, and other groups and individuals who have an interest in PA activities

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1) Encourage different Sports Committees to produce eNewsletters for their constituents. 2) Produce quarterly eNewsletters each year that have an overview of key activities throughout the Pacific Association. 3) Create a website page dedicated to the posting of these eNewsletters	Cynci Calvin, Dave Shrock, PA/USATF Sports Committees Communication Committee Reps.		By July 15, 2014: outreach to PA for volunteers January, 2015: first eNewsletters produced.

Goal #5	Multi-Year Membership “Time to Renew” Emailed Notices	<i>Status (May, 2014):The USATF national office is doing this, Monitor and confirm.</i>
----------------	---	---

Measures of Success of Goal: Membership renewal notices sent to all PA/USATF members whose memberships are expiring

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
Send membership renewal reminders to PA/USATF members with multi-year memberships that are about to expire Define and establish a grace period for these members to renew. Encourage the National office staff to do this.	Cynci Calvin, Irene Herman, Dave Shrock		<i>Assumptions:</i> Volunteers are available to format and send the emails..

Planning Area:	Marketing and Promotions
----------------	---------------------------------

Goal #1:	Increase awareness of PAUSATF with the aim of increasing membership
-----------------	---

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 (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	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
-----------------	------------------------------

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 2014 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 2014	\$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 2015 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, envelopes and letterhead, and banners—with PAUSATF website address on all materials	John Rembao + Cynci + George Rehmet	<ul style="list-style-type: none"> • Cynci to create a new PA promotional brochure by June 15, 2014. • Ten PAUSATF banners prepared by May 2014 ready for distribution • Place banners at middle schools in Santa Cruz County and CCS events 	\$500 for banners & \$500 for printed materials (different from advertiser collateral material)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
5. Create and implement “We Are The Champions: Join America’s Team” collaboration with Santa Cruz Middle School Track & Field League (San Lorenzo Valley High School)	John Rembao	(To Be Competed)	<i>Status/Accomplishments (March, 2014): \$800 Associations Grant awarded to PA/USATF for this project</i>
6. Contact City of Santa Cruz Parks & Recreation about track & field program	John Rembao	(To Be Competed)	
7. Contact CCS and for strategic partnership conversation	John Rembao	(To Be Competed)	

(continued on next page)

Goal #3:	Recruit sponsors for PAUSATF
-----------------	------------------------------

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
------------------	--

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)	

(continued on next page)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
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
<p>6. Create collaborative marketing efforts between PA/USATF and CTRN that are designed to solicit and secure new commercial partners that will benefit both PA/USATF and our members and the magazine. To prospective new commercial partners emphasize the following:</p> <ul style="list-style-type: none"> • A targeted audience of (6,900 PA; obtain membership numbers for other CA Associations) USATF members in California and northwest Nevada who are committed to physical fitness and a healthy lifestyle • An outreach to (17,000) CTRN readers via the magazine 	John Rembao, Cynci Calvin, Christine Johnson (<i>CTRN</i>)	<ol style="list-style-type: none"> 1. Gather demographics of membership by ?? specify date - Cynci 2. Gather analytics of website by ?? specify date – Cynci 3. Create collaborative marketing plan with <i>CTRN</i> by ?? specify date 3. Coordinate marketing (advertising and sponsorship) efforts with website re-design by ?? specify date – Cynci, John 	Collaborative marketing efforts between PA/USATF and <i>CTRN</i> established and implemented

(continued on next page)

Planning Area:	Resources and Education/Training
----------------	---

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)
------------------	---

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
------------------	--

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 Group	Provide educational opportunities annually by March, 2014 after the following have been accomplished: <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) 	1. Pilot rules clinic for high school/college coaches and section officers conducted 2. Subsequently, at least four clinics conducted annually in geographically separate areas of PAUSATF 3. A system for tracking rules infractions at targeted meets will be developed to gauge effectiveness of education. 4. High schools and colleges that organize/offer invitational events and use volunteers will be targeted for clinics.

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 Group	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. Hold 90-minute “mini” rules clinics for high school coaches during officials clinics	Officials Training Group	Curriculum outline for ”mini” rules clinics completed by December 1, 2014 “Mini” clinics rolled out in Winter, 2015	?? (how many?) “mini” rules clinics offered annually At least three coaches attend each “mini” clinic
4. Publicize/announcement the availability, dates, etc. of “Introduction.” “Fundamentals,” and “mini” rules clinics for coaches at designated track and events and on PA/USATF website	Officials Training Group and Cynci Calvin (for posting on website)		

NOTE: Former “Goal #3 (tent or information booths) deleted

Goal #: 3	Increase officials’ participation in continuing education and pursuit of advanced skills levels
------------------	---

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 #: 4	Increase the awareness of high school coaches that USATF officials are available for high school meets
------------------	--

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) <i>Status (March, 2014): Completed for 2014</i>	Dave Shrock working with the Officials Executive Committee/Chairman & Officials Training Committee	Send e-mail to coaches by January 1 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

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
3. A designated officials communication person contacts large high school invitational meets annually to offer PA/USATF officiating services	Officials Executive Committee	Begin communications ASAP in 2014 and continue annually	Increase in invitational meets requesting officials
4. Designated PA/USATF officials attend large/sectional meets to promote ISATF officials	Officials Executive Committee	Begin ASAP in 2014 and continue annually	Increase in meets requesting officials

Goal #: 5	Conduct 90-minute “learn by doing mini-clinics” at local high schools to educate coaches and parents about conducting safe events
------------------	---

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	Shirley Connors/Officials Training Group	Guidelines in place by April, 2014	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 Training Group	Locations and dates identified by October 1 annually	
3. Conduct mini-clinics	Officials Training Group		A minimum of two mini-clinics conducted in 2013 and minimum of four clinics annually thereafter

— END —