



LONG RANGE STRATEGIC PLAN

2013-2016

[Version 5 January 25, 2016](#)

Key

orange type indicates most recent status updates (as of 1/25/16)

red type indicates older status updates (as of 5/11/15)

green type indicates informational areas to be completed or clarified

blue type contains hyperlinks to further information

Planning Areas

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

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Planning Area:	Administration and Governance
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Goal #: 1	New volunteer leadership at the Association committee and Board of Athletics (BOA) levels	<p><i>Status Update (Sept, 2015):</i> added new Youth and Women's T&F Chair with many new faces on BoA.</p> <p><i>Status Update (April, 2015): Accomplishments during '13 and '14:</i> New Chairs for Masters T&F, Officials, Athletes, Paralympics; New RW Exec Comm; new Youth V.P. and Treasurer; Coaches: new Collegiate/Open rep</p>
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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
<p>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.</p> <p><i>Status (April, 2015): Objective accomplished by committees in '14</i></p>	<p>a. Committee appointments: Committee Chairs</p> <p>b. BOA appointments: PAUSATF President (BOA will monitor)</p> <p>c. Second VP</p>	<p>Committee Recruitment Officers and BOA Recruitment Officer appointed by September 17, 2013 BOA meeting.</p>	<p>Meet deadline.</p> <p>Key Issue: Buy-in from committees that this is a necessary measure</p>
<p>2. Each committee ensures that each of their elected BOA representatives attend at least two BOA meetings per calendar year.</p> <p><i>Status Update (March, 2015): Objective accomplished for 2013 and 2014</i></p>	<p>a. Executive Committees of each PAUSATF committee</p> <p>b. Second VP</p> <p>c. PA Secretary: Will track attendees and report on compliance by at first BOA meeting each calendar year.</p>	<p>All BOA committee representatives notified/reminded of requirement by January 1 of each calendar year.</p>	<p>100 percent compliance by all BOA committee representatives by end of each calendar year.</p>

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Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>3. Outreach to college teams and PE programs to attract volunteers who will be trained as officials/meet management</p> <p><i>Status Update (September, 2015):</i> Jim Manha sent questionnaires and requests to all association high schools and colleges, August '15</p> <p><i>Status Updates (April, 2015):</i> In '14 Mike Bower sent e-mails to high schools and colleges and Dave Shrock included note in <i>Pacific Currents</i> e-zine. In process for '15 season.</p>	<p>Officials Committee and sport committees</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>4. 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. On going announcements by committees</p> <p><i>Status Update (September, 2015):</i> completed for 2015</p>	<p>Chair of each PA committee (or designee in committee's Operating Procedures), and Second VP</p>	<p>Report by Second VP 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>5. Implement volunteer recruiting/training/retention program and tie in with officials training</p> <p><i>Status Update (September, 2015):</i> Jim Manha has send questionnaires and requests to all association high schools and colleges, August '15</p>	<p>Committee Recruitment Officers (as specified in Strategic Objective/Activity #1 above)</p>	<p>By December, 2014 2015</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 	<p>At least (how many? *) new volunteers recruited and trained for BOA and committee positions by December, 2015</p> <p><i>* To be completed after '15 committee elections cycle.</i></p>

		<p>get volunteers</p> <ul style="list-style-type: none">• Develop and publish a list of incentives to volunteer• Suggest a budget incentive of a total of \$500.00 to be split between committees who gain the most volunteers.	
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Goal #: 2	Adopt and apply USOC’s SafeSport program (child abuse protection program)	<p><i>Status Update (September, 2015):</i> Face-to-face trainings being conducted with electronic training available</p> <p><i>Update (April 1, 2015):</i> USATF has mandated that each Youth coach, volunteer, and administrator must complete the SafeSport training by Dec. 31, 2015.</p>
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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
1. PA Youth and Coaches Committees will make available SafeSport on-line training resources along with in-person training at Fall, 2015 Youth Committee Meeting.	Youth and Coaches Committees	80% of all youth coaches, administrators, and volunteers will have completed training by Dec. 31, 2015	Required for all Youth coach, volunteer, and administrator

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Goal #: 3	Every PAUSATF committee creates or updates committee operating procedures	<p><i>Status Update (September, 2015):</i> Youth updated, LDR being worked on.</p> <p><i>Status (April, 2015):</i> RW, & Youth Committees have updated Ops Procedures. Men’s T&F, Women’s T&F, Athletes, & Coaches Committees have created and posted Ops Procedures. LDR, Officials, Masters T&F procedures need updating.</p>
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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	Second VP	1. Timeline created for submission of drafts for review, review process, and final drafts. 2. Develop a committee ops procedures <u>template</u> (compliance	Second VP to work with Masters T&F, LDR, and Officials Committees to update their Ops Procedures by Sept. 2015 BOA

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		matrix) that contains generic items that must be included in all committees' ops procedures. <i>Status: Done</i>	meeting
Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
		<p>3. Each PA committee listed in the PA Bylaws 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 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, Cynici C.		

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Goal #: 4	Every PA/USATF committee conducts an annual meeting <i>Status Update (September, 2015): Near full compliance</i>
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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	Second VP	All committees notified/reminded to set <u>and complete</u> their annual committee meeting by Sept. BOA meeting annually All committees send annual meeting minutes to PA Second Vice President and minutes are posted on PA web site	

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Goal #: 5	Increase the number of individuals willing and able to organize and administer regional and national events	<i>Status (March, 2014):</i> Benchmarks not achieved, Benchmark dates for Strategic Objectives/Activities revised.
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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	Sports committees	Creation of a list of Association members in different disciplines, (T&F, road race, cross country, youth, etc.)	List submitted to BOA at January, 2016 meeting
2. Identify experienced individuals in each discipline willing to mentor identified individuals in administering events within their discipline.	Sports committees	Identify willing meet directors within our association	List submitted to BOA at January, 2016 Meeting
3. Initiate mentoring effort at a designated event utilizing George Kleeman’s mentoring handbook <i>Status Update (September, 2015):</i> Observation below is still valid <i>Status (April 1, 2015):</i> Realistically, there are not enough folks to do this.	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

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<p>Goal #: 6</p>	<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>	<p><i>Status Update (September, 2015): Each committee budget from 2016 budget forward needs to justify any new financial requests with justification from Strategic Plan.</i></p> <p><i>This should strengthen justification and contributions to Strategic Plan from each committee.</i></p>
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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 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 #: 7	Diligent oversight of PA/USATF committee operations
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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	Second VP	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	<p><i><u>Status Update (September, 2015):</u></i> New second VP needs to become acquainted with each committee and begin reaching out.</p> <p><i><u>Status Update (April 1, 2015):</u></i> Completed with creation of a Second VP position</p>
2. Every PA/USATF Committee conducts an annual meeting	Second VP		

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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	<i>Status Update (April 1, 2015):</i> University of Nevada, Reno has committed to build the E.L. Wiegand Fitness Center, which <i>might</i> include an indoor 200m track. The indoor track portion of facility is envisioned, but <u>not yet</u> approved or funded, Fitness Center construction is scheduled to begin in 2015 and it is estimated to open in 2017.
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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 <i>Status Update (4/1/15):</i> See above,	Indoor track/facility in place by 2015
2. Find an indoor track and facility	John Mansoor	Find facility by 2014 <i>Status Update (4/1/15):</i> See above.	All universities and PAUSATF constituents agree on facility

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
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 Status Update (4/1/15): On hold until UNR indoor track is approved/budgeted.	
4. Assist in the creation of a Winter, 2015 schedule of indoor meets for the new facility	John Mansoor	Schedule of meets put together by 2015 Status Update (4/1/15): On hold until UNR indoor track is approved/budgeted	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	Status (April, 2015): Per JM: Little progress. Lack of Local Organizing Committees for specialty meets. Keep searching for LOCs. Note: See related update under Goal 2 of Marketing and Promotions section pertaining to successful "RunJumpThrow" event where marketing outreach was conducted.
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Measures of Success of Goal: Specialty meets are established, publicized on PAUSATF web site, and successfully conducted

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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, Fred Baer	Specialty meets identified by March 1 prior to each outdoor track and field season (starting in 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 	New Marketing Chair (when identified), Ralph Jones	Create/conduct Middle School Cross Country Invitational in 2016 and Middle School Track & Field Invitational in 2016 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)

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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 PA officials calendar and enlist officiating support for each meet	Officials Committee		Adequate 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.	<i>Status (April, 2015):</i> Mostly, no progress because of no LOCs for specialty meets. Keep searching for LOCs. Exception: '15 U.S. Club XC Champs awarded to PA (SF)
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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, 2015 2. Xtreme competition organizing committee created by December 31, 2015 3. Facility and event date identified by Dec 31, 2015	Inaugural PAUSATF “xtreme” track and field competition held in 2016 <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) with club-scored competition by creating a PA Track & Field Grand Prix specifically for Masters athletes with Masters team/club scoring. (Include age-graded running events and field events.)	Club Committee, Open T&F Committee (led by Ralph Jones, Fred Baer)	PAUSATF Club Committee created by December, 2015	More club memberships and more scored meets 15% annual increase of new PA athlete members with club attachments by Dec. 2016
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 2016 and annually thereafter	Successfully created and conducted. Participation goals (number of clubs) will be set after first annual meet.

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Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
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.)	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, 2015 2. Find an LOC to partner with PAUSATF for a “Best in the U.S.” T&F meet by Fall, 2015. 3. Find sponsor for meet prize purse	Best high school, pro, youth athletes compete in a one weekend meet annually starting in 2016
6. Create more competitive track & field opportunities/events for post-collegiate athletes that take place in May annually <i>Status Update (4/1/15): No success, so far.</i>	(none identified)	(none identified)	More May track & field opportunities/events for post collegians

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Goal #: 4	Host the 2018 USA Junior Olympic Cross Country Championships
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Measures of Success of Goal: 2018 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 (date to be established) 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by (date to be established) 3. PAUSATF approves an organizer by (date to be established) 4. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to USATF national office (date to be established)	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 #: 5	Host the 2014 USA Outdoor Track & Field Championships	<i>Status: Goal Accomplished!</i>
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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 <i>Status (April, 2014): Bib successful. Awarded to Sacramento. Event date: June 26-29, 2014.</i>	John Mansoor (lead)	1, Interested organizers identified) 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
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 2018 NCAA West Regional T&F Championships	<i>Status (April, 2015): Bid secured! Meet will take place at Sacramento State Univ. May 24-26, 2018</i>
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Measures of Success of Goal: 2018 NCAA Western Regional Outdoor Track & Field Championships successfully hosted

Goal #: 7	Host the 2016 NCAA West Regional Cross Country Champs	<i>Status (April, 2015): Bid secured! Meet will take place at Sacramento State Univ. November 11, 2016.</i>
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Measures of Success of Goal: 2016 NCAA West Regional Cross Country Championships successfully hosted

Goal #: 8	Host the 2015 USA Club Cross Country Championships	<i>Status Update, April 2015): Bid secured and organizers in place! Approximately \$30,000 in sponsorship commitments secured by Irene Herman. Event Date: December 12, 2015 in Golden Gate Park</i>
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Measures of Success of Goal: 2015 USA Club Cross Country Championships successfully hosted

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

(Athlete Development and Competition continues on the next page)

Goal #: 9	Host the 2016 USA Junior Outdoor Track & Field Championships	<i>Status (April, 2015): Bid secured! Meet is being organized by the Sacramento Sports Commission and will take place at Sacramento State Univ.</i>
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Measures of Success of Goal: 2016 USA Junior Outdoor Track & Field Championships successfully hosted

Goal #: 10	Host a U.S. collegiate championship in road racing, mountain running, or trail running in conjunction with Collegiate Running Association	<i>Status (April, 2015): Per J. Mansoor, Bay to Breakers and the Gold Rush 50K (Sacramento Running Association) might be interested. Follow-up required by responsible parties indicated below,</i>
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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	Tom Bernhard, Bill Dodson & Hollis Lenderking	1. Interested organizers for 2016 championship(s) identified by: Sept., 2015 2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by: Sept., 2015 3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to Collegiate Running Association by: Oct., 2015	Bid for Championship(s) submitted to Collegiate Running Association and Championship(s) awarded to PAUSATF-approved organizer

Goal #: 11	Identify and work with local athlete “heroes” to create exposure and publicity for them and the sport.	<i>Status (April, 2015): No progress made. Explore moving to Communications or Marketing and Promotions planning area w/appropriate responsible parties.</i>
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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)
5. (New) Create a PA task force to explore creating, publicising, and promoting an Association-wide “athlete heroes” program for kids. Program might include the following: a. Middle school assemblies (perhaps, in partnership with a major competition in their local) in which elite athletes appear to inspire and encourage physical fitness. (Assemblies followed by an “active” period w/kids on site, if possible) b. Elite athletes appearing at designated youth “RunJumpThrow” events	(To Be Identified)	1. PA President and BOA appoints a task force Chair by Oct. 1, 2015 2. Task force members identified (w/ reps from Youth, Communications, Marketing, Open T&F, and LDR Committees) by Dec. 1, 2015 3. Task force operating in early 2016	<i>Measures of Success;</i> “Athlete heroes” program kicks off in 2916 with: 1. At least one middle school assembly that includes elite athletes in attendance who are competing in a local major competition the same week 2. Local media coverage of assembly, or assemblies

Goal #: 12	Support the PA/USATF Foundation mission	<i>Status Update (April, 2015):</i> Nine PA athletes awarded elite training grants of \$1,000 each for 2015, (2) Seven coaches awarded Coaches Educational Scholarship grants for 2014/15, (3) Enhanced Foundation page set up on PA website, (4) S.F. Marathon setting up PA/USATF Foundation as one of their official charity organizations
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Measures of Success of Goal: A total of \$20,000 athlete grant funds distributed annually (\$10,000 in the Spring and \$10,000 in the Fall) to qualified PAUSATF athletes, officials, coaches, clubs, etc. starting in Fall, 2013.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Establish additional avenues to increase awareness that PA/USATF has a Foundation	Marketing Chair	(To Be Completed)	(To Be Completed)
2. Encourage Foundation Board to add Board members who have fund-raising skills and are committed to raising money	PA Executive Committee and Board		Foundation Board increased in size from 5 (current) 5 members to 10 members by Jan. 1, 2016. All new Board members have demonstrated fund-raising capabilities and success.

(Athlete Development and Competition continues on the next page)

<p>Goal #: 13</p>	<p>Greater assimilation of disabled athletes into PAUSATF general competition</p>	<p><i>Status Updates (April, 2015):</i></p> <ul style="list-style-type: none"> • CIM has hosted the U.S. Association of Blind Athletes National Marathon Championships since '09. Participation in these Champs has grown to about 100 athletes • Wheel Chair 100m, 400m, 1500m events are included in '15 PA/USATF Open Track & Field Champs • Valor Games Far West scheduled for May 29-June 1, 2015 on Alameda Island
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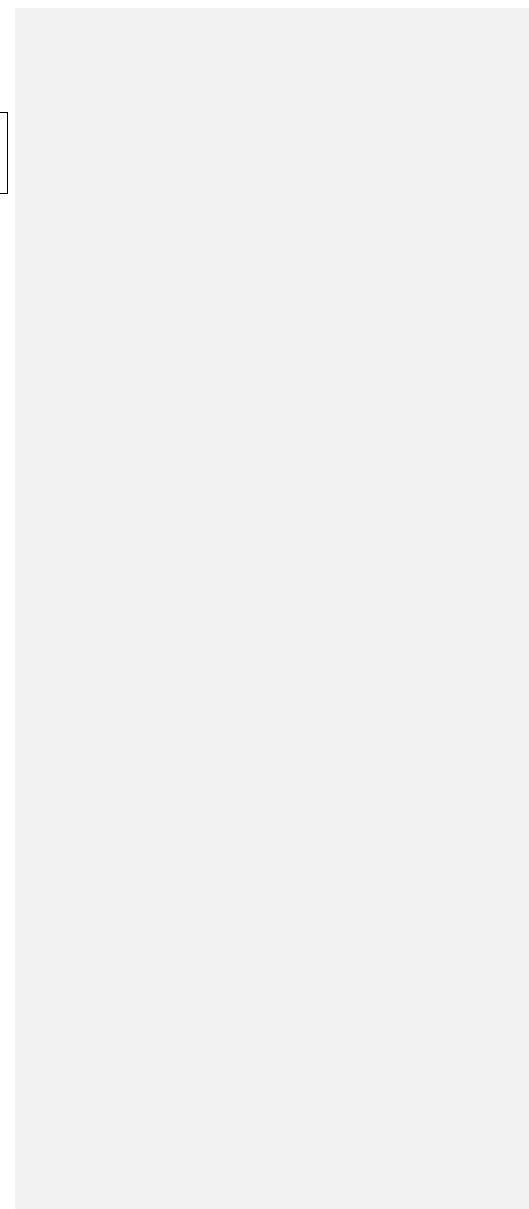
Measures of Success of Goal: Disabled athletes competing regularly in general competition

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 2. Create PA web page for athletes w/disabilities 3. Identify races and meets that show interest in incorporating disabled athlete competition and have courses that are safe <p>Note: See Goal # 5 in “Communications” section for details about this new PA newsletter.</p>	<p>George Rehmet, Charlie Sheppard, Cynci Calvin</p>	<p>January, 2015: first PA eNewsletters produced (per Goal #5 in “Communications” section)</p> <p><i>Status (April, 2015): No volunteers yet found to produce newsletter.</i></p> <p>By January 2015, create athletes with disabilities page on PA/USATF website</p> <p><i>Status (April, 2015): Page operational</i></p> <p>By Jan. 2015, begin coordinated outreach to events with potential interest in incorporating disabled athlete competition</p>	<p><i>Assumption:</i></p> <p>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 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	<i>Status (April, 2015): Goal achieved !</i>
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Measures of Success of Goal: 2014 Paralympics Track and Field National Championships successfully hosted

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Planning Area:	Communications
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Goal #: 1	Revitalize Communications Committee	<i>Note (April, 2015): NEW GOAL</i>
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Measures of Success of Goal: New Committee members are all fully engaged in setting goals and evaluating/using communication tools (website, *California Track & Running News*, social media, email)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Outreach to Committee Chairs to have them find the best candidates for their Com Com representatives.</p> <p>2. Hold a Com Com meeting to begin the dialogue about goals.</p> <p>3. Decide on goals and set a timeline.</p>	<p>Cynci Calvin, Com Com Chair</p> <p>Thomas Vincent (works with Alia on the technical aspects of the new web site)</p> <p>Committee Chairs</p>	<p>March 23, 2015: outreach to Committee Chairs (done)</p> <p>April 6, 2015: Committee Com Com reps are established, and an initial e-meeting announcement is sent to launch discussion of goals.</p> <p>May 4, 2015: Goals established and work begins on achieving them</p>	<p>Key Assumptions</p> <ul style="list-style-type: none"> • Com Com representatives will be found. • Com Com representatives will participate. <p><i>Measures of Success:</i></p> <ul style="list-style-type: none"> • Goals as determined in the initial meeting are accomplished.

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Goal #: 2	Optimize PAUSATF web site	<p><i>Status Update (April 1, 2015):</i></p> <ul style="list-style-type: none"> • NEW WEBSITE LAUNCHED JANUARY 1, 2015 • Now, <u>continue</u> optimization of site!
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Measures of Success of Goal: Website has a steady increase in traffic, less downtime, fewer complaints from users about information accessibility.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Find website content managers for the committees who do not yet have someone doing this:</p> <ul style="list-style-type: none"> • Youth Committee • Open Track & Field • Masters Track & Field <p>2. Determine the best way to have functional calendar. Google calendar currently being used has limitations.</p> <p>3. Collect and post photos and videos to keep site lively.</p> <p>4. Enhance Social Media resources; use Facebook page to drive traffic to pausatf.org</p>	<p>Cynci Calvin, pausatf.org content manager, Com Com Chair</p> <p>Communications Committee</p> <p>Committee website page updaters</p> <p>Thomas Vincent</p> <p>Jeff Teeters</p>	<p>May 4, 2015: Website/Social Media goals are established in the Com Com meeting.</p> <p>June 1, 2015: Com Com meeting held to determine progress of accomplishing goals.</p> <p>August 3, 2015: Com Com meeting held to determine progress of accomplishing goals.</p>	<p><i>Key Assumption:</i></p> <p>Com Com representatives and website volunteers will be available to participate.</p> <p><i>Measures of Success:</i></p> <ul style="list-style-type: none"> • Analytics will show a steady increase in website traffic, less downtime. • Positive reactions about website functionality

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<p>Goal #3</p>	<p>More media coverage of PA events and athletes. Specific events to target:</p> <ul style="list-style-type: none"> • 2015 Golden West Invitational • 2015 IAAF World Track & Field Championships • 2015 USATF. National Club Cross Country Championships • Youth Track & Field events with Junior Olympic hopefuls • 2016 U.S. Olympic Track & Field Trials <p>Consider PA Championships as well (youth, masters LDR, racewalk, ultra).</p>	<p><i>Status (April 1, 2015): Accomplishments:</i></p> <p>April 22-23, 2014: Fred Baer provided 13 articles written in various newspapers about the National Paralympics.</p>
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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
<ol style="list-style-type: none"> 1. Identify publicity team to 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 2. Have athletes competing in the events generate Facebook and social media outreach. 3. Have local elite athletes meet with middle school kids; and have middle school kids “adopt” elite athlete or Potential Olympic Person (a “POP” program). 4. Inform media outlets about how to access PA event results (sort by athletes’ residences) 5. Start a photo/video archive of PA/USATF athletes. 	<p>Fred Baer, John Mansoor, Cynci Calvin, Dave Shrock, Mark Winitz, Youth Com Com rep, Jere Summers, Verity Breen, Mark Foyer</p>	<ol style="list-style-type: none"> 1. Mar. 23-April 13 Com Com meeting agenda item to identify publicity team 2. Athletes competing in the events generate Facebook and social media outreach before, during and after the dates of each event. 3. Com Com conducts media outreach for each event particularly featuring elite athletes competing in the events. 4. NOTE: Benchmarks for Strategic Objective #4 at left TBD. 5. April 13 – Cynci to set up and provide access to com Com reps. 	<p><i>Key Assumptions:</i></p> <ol style="list-style-type: none"> 1. A qualified person to lead the publicity team will be found. 2. Active Com Com reps will interact with publicity team to plan media outreach for target events and Assess media coverage for each target event. <p><i>Measure of Success:</i></p> <p>Increased number of news articles, press releases, TV spots, links to other websites</p>

Goal #4	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> <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><i>Status Update: (April 1, 2015): Objective #1 successfully completed and plan for distributing five CTRN print issues, alternating with five CTRN digital issues, in 2015 underway.</i></p>	Cynci Calvin, Mark Winitz, CTRN Editor Christine Johnson, Dave Shrock, Tom Bernard, Maura Kent, Fred Baer	<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>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. • CTRN will agree to recommendations. • CTRN will continue to be published.
<p>2. Review the effectiveness and success (for PA/USATF readers) of the <i>CTRN</i> “plan” to alternate five digital issues with five smaller print issues in 2015.</p> <p>3. Submit (and encourage submission) of newsworthy items and material that is relevant to PA members to Christine Johnson.</p>	Cynci Calvin, Mark Winitz, CTRN Editor Christine Johnson, Dave Shrock, Tom Bernard, Maura Kent, Fred Baer	<p>August 3: Complete a review of <i>CTRN</i> 2015 issues to date.</p> <p>August 15: submit report with suggestions to Larry Eder and Christine Johnson.</p>	<p><i>Assumption: CTRN plan is implemented.</i></p>

Goal #5	PA/USATF Emailed Newsletters	<i>Status Update (4/1/15): No volunteers found. Continue to pursue in 2015.</i>
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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		Cyni Calvin, Dave Shrock, PA/USATF Sports Committees Communication Committee Reps.	By July 15, 2015: outreach to PA for volunteers January, 2016: first eNewsletters produced.

Goal #6	Multi-Year Membership “Time to Renew” Emailed Notices	<i>Status Update (April 1, 2015): Mark Winitz is working with USATF national office and national Law & Legislation Committee to have this implemented.</i>
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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
USATF national office sends membership renewal reminders to USATF members with multi-year memberships that are about to expire Encourage the National office staff to do this.	Mark Winitz, Irene Herman, Dave Shrock	Mark to re-submit USATF Bylaws amendment to USATF :Law & Legislation Committee by 9/1/15 that will require this.	<i>Assumption:</i> The national USATF office will be willing and able to do it.

Planning Area:	Marketing and Promotions
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Goal #1: NEW April, 2015	Fill the currently vacant PAUSATF Marketing Committee Chair position and hire a marketing contractor to secure advertising on a commission basis.
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Measures of Success of Goal: (1) New Marketing Committee Chair on board by August, 2015. (2) Marketing contractor hired by February, 2016

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Promote/Announce on the PA website that a PA Marketing Committee Chair (volunteer position) is sought, evaluate responses, and select Chair.	PA Board of Directors, Cynici Calvin	Short announcement and description of Marketing Chair responsibilities posted on website by May 15, 2015.	New Marketing Chair on board by August, 2015
2. Hire a Marketing Contractor (perhaps, an intern) to secure PA advertising on a commission basis	PA Board of Directors, John Mansoor	BOD discusses the role and responsibilities of a Marketing Contractor, compensation, and parameters for measuring success of marketing outreach by August, 2015. If position is approved by BOD/BOA, then interviewing and hiring process begins Sept., 2015 and is completed by Jan., 2016.	TBD

<p>Goal #2:</p>	<p>Increase awareness of PAUSATF with the aim of increasing membership</p>	<p><u><i>Status Update (April 1, 2015):</i></u></p> <ul style="list-style-type: none"> • PA membership increased from 6,910 in 2013 to 7,304 in 2014 (6% increase). Goal increase of 3% for this period was exceeded by almost 100%. • <i>Join America’s Team Middle School Championships Program:</i> In 2014 the PA conducted outreach to increase awareness of youth club opportunities and USATF membership at both the Santa Cruz County Middle School Track & Field and Cross Country Championships and provided support to the championships through organization, timing, and officiating. (\$800 USATF Association grant received to for this project) • 4-day children’s <i>RunJumpThrow</i> event hosted by Revolution Express TC (Feb. 2-5, 2-15 at Rocklin High School) in conjunction with USATF national RunJumpThrow program. Guest Olympians: Stephanie Brown Trafton and Jeanette Powless. New member outreach conducted. USATF registered coaches conducted learning activities. 50-60 youth athletes attended.
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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
<p>1. Identify competitions (both new and established and including Youth meets) where marketing campaigns and membership drives will be conducted.</p>	<p>Charlotte Sneed, Deborah Sample, and new Marketing Chair (when selected)</p>	<p>Identify meets annually by January 1 (road racing and track & field) and July 1 (cross country)</p>	<p>PA marketing awareness and membership drive conducted at each event (see goal #3 for creation of marketing materials)</p>

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<p>2. Create and/or partner with the following competitions for targeted marketing/new member outreach: a. Middle school meets in both cross-country and track & field</p>	<p><i>Note: New responsible parties in 2015 and beyond required to sustain this activity,</i></p>	<p>Annually, create and/or partner with at least one middle school cross country meet and one middle school track & field meet which will be targeted for new member outreach.</p>	<p>PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)</p>
<p>3. Work with middle school leagues to provide meet management guidance and planning for Middle School meets described in #2 above</p>	<p><i>Note: New responsible parties in 2015 and beyond required to sustain this activity,</i></p>	<p>Annually, Collaborate with one league during cross country and track and field seasons.</p>	<p>Solicit appropriate PAUSATF staff and volunteers to be trained as necessary</p>
<p>4. NEW (April, 2015) Annually, host “RunJumpThrow” learning workshops/events for children (in conjunction with the USATF national RunJumpThrow program)</p>	<p>Maura Kent, Charlotte Sneed</p>	<p>Organizers for RunJumpThrow workshops/events identified by Sept. 15 each calendar year (for events to be conducted the following year)</p>	<p>PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)</p>

<p>Goal #3:</p>	<p>Increase PAUSATF Advertising and Promotions</p>	<p><i>Status Update (April 1, 2015): No progress made. Re-address measures of success/objectives/activities when new Marketing Chair and a Marketing Contractor are on board.</i></p>
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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
<p>1. Develop advertising policy</p>	<p>Cynci + new Marketing Committee Chair and new Marketing contractor (when on board) (plus, possibly, Charlotte Sneed, Chris Houston, Maura Kent)</p>	<p>Draft policy reviewed by PA Board by Fall of 2014 Policy voted on by PA board by year end of 2013</p>	<p>Advertising policy implemented by January, 2014</p>

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PAUSATF Strategic Plan

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2. Develop Website/electronic and hard-copy advertising collateral material for potential advertisers	New Marketing Committee Chair + 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. Distribute advertising collateral materials via e-mail, Facebook, Twitter	New Marketing contractor + Cynci	a. Posted on PA website by January, 2016 b. Mailings sent out monthly to potential advertisers based on PAUSATF leads and targeted company solicitations	Solicit 50 potential advertisers annually
4. Create additional marketing materials: flyers, postcards, envelopes and letterhead, banners, printed bookmarkers— with PAUSATF website address on all materials	New Marketing Committee Chair + Cynci, George Rehmet (paralympics)	<ul style="list-style-type: none"> • Cynci to create a new PA promotional brochure by August 15, 2015. • Ten PAUSATF vertical banners prepared by May 2016 ready for distribution 	\$500 for banners & \$500 for printed materials (different from advertiser collateral material)
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) <i>Status Updates (April 1, 2015): Program successfully kick-started in 2014 by John Rembao as Join America’s Team Middle School Championships Program with T&F and XC competitions conducted in Santa Cruz County. An \$800 Associations Grant was awarded to PA/USATF for this project</i>	TBD	Continue program in 2015 and 2016 if additional Associations Grants can be obtained for this purpose. Explore additional locales and events in Association where Join America’s Team middle school championships might be conducted.	<i>Assumption:</i> USATF grants will continue to be distributed to support this program

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Goal #4:	Recruit sponsors for PAUSATF	<i>Status Update (April 1, 2015):</i> See Goal #5 in this section for update. Ramp up efforts when new Marketing Chair and Marketing contractor are on board.
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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	New Marketing Chair (when on board)	Active committee developing policy by fall 2015	All committees provided with opportunity to participate. Guidelines approved by board; reviewed annually
2. Develop sponsorship guidelines (include benefits to members)	Marketing committee and Marketing contractor (when on board)	Guidelines provided to board by January, 2016	Website upgraded to meet quality standards of sponsors & \$500 for sponsorship materials
3. Develop target list of sponsors	New Marketing contractor (when on board), Marketing Chair, and Marketing Committee	Contact top two sponsors in each category of sponsorship by March, 2016	
4. Secure sponsorship contracts	New Marketing contractor, John Mansoor	Two new 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 identified by Marketing Comm (e.g., non-alcoholic beverage, banking, telecomm, automotive)

5. Create new PAUSATF membership benefits based on sponsor support (and promote these membership benefits on PA website)	Marketing Chair and Marketing contractor (when on board) Cynci Calvin		Each new sponsor must provide tangible benefits to PA membership annually
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Goal #: #5	Develop PAUSATF strategic partnerships	<i>Status Update (April 1, 2015):</i> approximately \$30,000 in sponsorship/partnership income brought in to date for '15 USATF Cross Country Club Champs by Irene Herman!!
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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 committees	New Marketing Committee Chair (when on board)	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, Marketing Chair	Guidelines completed by Spring, 2016 Secure partnerships subsequently.	Guidelines provided to PA Board for review
3. Develop target list of partnerships and solicit prospective sponsors	Partnership sub-committee	TBD	TBD

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Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
4. Develop collateral material for partnerships	Cynci, Partnership sub-committee	Materials provided to partners annually for event packages	USATF will create and provide our partners with collateral to increase membership
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 (7,300 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 	<p>New Marketing Committee Chair and/or Marketing Contractor (when on board), Cynci Calvin,</p> <p>Christine Johnson (CTRN)</p>	<p>1. Gather demographics of membership by ?? specify date – Irene Herman</p> <p>2. Gather analytics of website by ?? specify date – Cynci</p> <p>3. Create collaborative marketing plan with CTRN by ?? specify date– Cynci (and new Marketing Chair and/or new Marketing Contractor)</p> <p>3. Coordinate marketing (advertising and sponsorship) efforts with website re-design by ?? specify date – Cynci</p>	<p>Collaborative marketing efforts between PA/USATF and CTRN established and implemented</p>

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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)	<i>Status Update (April, 2015): Each LDR club has had the required minimum number of LDR officials in club's ranks every year since 2011 when requirement was introduced. Continuing challenge: Persuading these officials to actually volunteer for events.</i>
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Measures of Success of Goal: At least one new LDR official working every LDR road and cross country Grand Prix event in 2015

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	Officials Training Clinic Chair, Officials Clinic Committee	• Two Beginning LDR/XC Officiating clinics offered annually	Clinics offered 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 2015

Goal #: 2	High school and college coaches, section officers at schools within the PA, and youth clubs fully understand the rules of competition (USATF, NFHS, NCAA rules as appropriate) and ensure that the rules are implemented	<i>Status Update April, 2015): In March, 2015 a “hands-on” officials cert clinic was held in Rocklin in conjunction with a youth meet. Also, an officials cert clinic was held in Oakley drawing “high school” and youth-affiliated participants.</i>
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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. Allow high school, college, and youth club 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 2015/2016	Coaches attending clinics free of charge at minimum charge; no books Increase number of coaches attending clinics by at least 10% annually through 2016
2. Publicize/announcement the availability, dates, etc. of “Introduction” and “Fundamentals” rules clinics for coaches at designated events and on PA/USATF website	Officials Training Group and Cyni Calvin (for posting on website)	Implement in 2015/2016	<i>Status Update January, 2016): Conducted two clinics in 2015</i>

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

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Goal #: 3	Increase officials' participation in continuing education and pursuit of advanced skills levels	<i>Status (January, 2016):</i> Currently 30% of officials are certified at the National or Master Level
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Measures of Success of Goal: (1) Attendance by ~~60%~~ 35% to 40% of currently certified officials at annual clinics, and (2) 25% increase in PAUSATF officials holding advanced skill levels (National 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 every other year <i>Question (Jan., 2016):</i> Shirley Connors asks if this should be changed to every year.	Jim Hume	Request at fall Officials Exec Comm meeting	See above

Goal #: 4	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 coaches server mailing list (pulled from the Clell Wade list for HS, JC, & 4-year colleges) explaining availability of USATF officiating resources (officials, clinics, and equipment) <i>Status (April, 2015):</i> Not yet completed for 2015. Completed for 2014	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

Comment [JRH1]: This was Dave's input. Apparently this is a paid service we have access to.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
2. Reinforce the message that officiating resources are available for meets by ensuring that providing designated high school meets on the PAUSATF calendar have with adequate officials crews	Officials Committee		A PAUSATF meet calendar is compiled and distributed to all officials by newsletter and on PAUSATF website <i>Status (January, 2016): Completed. Meet calendar is currently distributed,</i>
3. A designated officials communication person contacts large high school invitational meets annually to offer PA/USATF officiating services	Officials Executive Committee/ <i>Jim Manha?</i>	Begin communications ASAP in 2014 and continue annually	Increase in invitational <i>or</i> championship meets requesting officials
4. Designated PA/USATF officials attend large/sectional meets to promote USATF officials	Officials Executive Committee	Begin ASAP in 2014 and continue annually	Increase in meets requesting officials <i>Status (January, 2016): Officials Executive Committee is currently working on this objective.</i>

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

<p>Goal #: 5</p>	<p>Conduct 90-minute “learn by doing hands-on practicums at local school meets/events and/or classroom workshops at local schools, to educate coaches and parents, PAUSATF member clubs , and local service clubs that organize meets/races about conducting <u>safe, fair, efficient, and rules-compliant</u> events. <i>Note:</i> These are not officials certification clinics, but they may also serve as a mechanism for encouraging attendees to become certified officials.</p>	<p><i>Status Update (May, 2015):</i> Since 2913, multiple practicums and workshops have been held at Univ. of California-Berkeley and Univ. of California-Davis. In 2015 (to date) two practicums and workshops were successfully conducted and refinements for the future were noted.</p>
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Measures of Success of Goal: A minimum of two ~~practicums and/or workshops~~ hands-on training (learn-by-doing) clinics successfully conducted (at a minimum of two different sites) annually.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>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/workshops</p>	<p>Officials Training Clinic Chair/Officials Training Group</p>	<p>Guidelines in place by April, 2014 <i>Status (May, 2015):</i> Guidelines not in place by original benchmark date of April, 2014. Benchmark date revised to April, 2016.</p>	<p>Appropriate USATF national guidelines for conducting safe events will be incorporated.</p>
<p>2. Contact schools within PAUSATF that organize events, and compile a list of practicum and/or clinic/workshop locations and dates</p>	<p>Officials Training Group/Jim Manha</p>	<p>Locations and dates identified by December 1 annually</p>	
<p>3. Conduct practicums and workshops</p>	<p>Officials Training Group</p>		
<p>4. (new) Each youth club shall send at least one adult volunteer to a workshop each year</p>	<p>Youth Committee</p>		<p>Half of PAUSATF youth clubs in compliance in 2016</p>

— END —