



LONG RANGE STRATEGIC PLAN

2013-2016

Version 7 June 1, 2016

Key

blue type indicates most recent updates (as of 5/31/16)

red type indicates older status updates (as of 1/30/16)

green type indicates informational areas to be completed or clarified

Planning Areas

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Planning Area:	Administration and Governance
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Goal #: 1	New volunteer leadership at the Association committees and Board of Athletics (BOA) levels	<i>Status Update (Sept, 2015): Added new Youth and Women’s T&F Chair with many new faces on BoA.</i>
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Measures of Success of Goal: At least one new member serving on each Association committee and one new member serving on the BOA by the September, 2013 BOA meeting

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Work on Parathletic Committee Resources and include Veterans programs	a. Committee Chairs b. Second VP	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 (April, 2015): Objective accomplished by committees in ‘14</i>	

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Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<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, 2016): Objective accomplished for 2013 and 2014 and 2015</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 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>
<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): Jim Manha sent questionnaires and requests to all association high schools and colleges, August' 15</i></p> <p><i>To Do: Dave Shrock to check with Jim Manha regarding results of questionnaire and cc Winitz.</i></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 2017</p> <p><i>Certification Chair Jim Hume to report Stats</i></p>

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Goal #2:	<p>Increase effectiveness of smaller committees by detailing member roles within committees, committee membership, and budget necessary to function</p> <p>NEW GOAL FOR 2016</p>
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Measures of Success of Goal:

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Delineate Hall of Fame Committee members and necessary budget to operate</p>	<ul style="list-style-type: none"> • PA President • PA Past Presidents (Kleeman, Herman, Baer, Colman, Hume,) • Leroy Milam (Awards Chair) since should be member of final committee • BofA 	<p>1. By June 15, 2016 PA President asks each PA Sport Committee to select a member of its committee to serve on the Hall of Fame Committee to provide nominations and feedback</p> <p>2. By June 15, 2016 PA President asks PA past presidents to annually submit Hall of Fame nominations and recommendations to Hall of Fame Committee</p> <p>3. Starting with 2017 budget cycle, BofA approves budget item of \$1,000 to pay for an annual PA Hall of Fame Awards Reception/Dinner plus possible housing/hotel</p>	<p>Hall of Fame (selection) Committee established with representatives from each PA Sport Committee</p>

		for Hall of Fame recipients	
2. Increase outreach of ParaAthletics Committee	ParaAthletic Chair (Charlie Sheppard) with oversight of second VP, BoD	Reach out to Veterans, Wounded Warrior, and Paralympics groups	Demonstrated outreach with greater communication and marketing resulting in increased disabled athlete membership by 20% in 2016/17
3. Increase reach of Membership Committee	Membership Chair (Irene Herman) with oversight of second VP and BoD	Recruit members from larger committees to work within each committee to support committee/chair	LDR, Officials, Coaches, members (Youth already has designated rep (Maria Castillo)
3. Revitalize Media Committee <i>(Note: With renewed calls for a more robust CTRN and social media presence, it is imperative that this committee becomes more active/representative.)</i>	<ul style="list-style-type: none"> • Current Media Committee Chair (Fred Baer) • B of A 	<ol style="list-style-type: none"> 1. in 2016, better delineate committee's role and how to respond to Association's needs 2. In 2016, increase members on Media Committee by adding representatives from each PA sports committees 3. Discuss increase in PA budget for 2017 to provide remuneration for story writing and event coverage 	Increased media coverage of association athletes' activities and successes

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<p>Goal #: 3</p>	<p>Increase the number of individuals willing and able to organize and administer regional and national events</p>	<p><i>Status (March, 2016):</i> Benchmarks not achieved, as simply not enough interested individuals in Assoc. Keep in plan as a need with slight revisions below...</p>
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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

<p>Strategic Objectives/Activities</p>	<p>Responsible Parties</p>	<p>Benchmarks</p>	<p>Key Assumptions & Measures of Success</p>
<p>1. Identify individuals who possess foundational skill sets and who are willing to be mentored on how to administer regional and national events</p>	<p>Concerned individuals</p>	<p>Creation of a list of Association members in different disciplines, (T&F, road race, cross country, youth, etc.)</p>	<p>List submitted to BOA at January, 2017 meeting</p>
<p>2. Identify experienced individuals in each discipline willing to mentor identified individuals in administering events within their discipline.</p>	<p>Concerned individuals</p>	<p>Identify willing meet directors within our association</p>	<p>List submitted to BOA at January, 2017 meeting</p>
<p>3. Initiate mentoring effort at a designated events utilizing George Kleeman’s mentoring handbook</p> <p><i>Status (May, 2016):</i> Look for volunteers who would like to be mentored at the 2017 U.S. National T&F Championships.</p>	<p>BOA Executive Comm and John Mansoor</p>	<p>Mentoring effort rolled out at a designated event in Spring, 2015 (or sooner, if feasible)</p>	<p>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</p>

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<p>Goal #: 4</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 (May, 2016):</i> Latest Strategic Plan plan review conducted by BOA in March, 2016. Updates to plan completed in May, 2016.</p> <p><i>Status Update (September, 2015):</i> Each committee budget from 2016 budget forward needs to justify any new financial requests with justification from Strategic Plan.</p>
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Measures of Success of Goal: Strategic Plan is reviewed and updated semi-annually, 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 #: 5	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	<i>Status Update (March 2016):</i> New second VP needs to become acquainted with each committee and begin reaching out.
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	<p><u><i>Status Updates (March, 2016):</i></u></p> <p>1. Construction of E.L. Wiegand Fitness Center still underway at University of Nevada, Reno which will include an indoor 200m track. Completion date projected for 2017.</p> <p>2. Also, a sports advisory council in Sacramento is considering the possibility of building an indoor facility in Sacramento..</p>
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Measures of Success of Goal: Universities/colleges in our Association do not drop their indoor track and field programs
 More universities/colleges in our Association participate in indoor track and field
 More 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 <u><i>Status Update (March, 2016):</i></u> See above.	Indoor track/facility in place by 2015
2. Find an indoor track and facility	John Mansoor	Find facility by 2014 <u><i>Status Update (March, 2016):</i></u> 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 <u>Status Update (March, 2016):</u> On hold	
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 <u>Status Update (March, 2016):</u> On hold	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	<p><u>Status (March, 2016):</u> Per JM: Coach Mike Curry (Golden State Throwers) organized a series of hammer throw specialty competitions for youth in 2015. Otherwise, little progress. Lack of Local Organizing Committees for specialty meets. Keep searching for LOCs.</p> <p><u>Note:</u> See related update under Goal 2 of Marketing and Promotions section pertaining to successful “RunJumpThrow” event where marketing outreach was conducted.</p>
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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
<p>1. Identify hosts of specialty meets:</p> <ul style="list-style-type: none"> • Jumps carnival(s)] (possibly one of Jan Johnson’s pole vault meets) • Distance carnival <p>Exhibition Opportunities:</p> <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.) 	<p>Dena Evans</p>	<p>Specialty meets identified by March 1 prior to each outdoor track and field season (starting in 2016)</p>	<p>Specialty meets identified</p>
<p>2. Create the following competitions for targeted marketing/new member outreach:</p> <ul style="list-style-type: none"> a. Middle school meets in both cross-country and track & field b. Distance carnival for Open athletes 	<p>New Marketing Chair (when identified), Dena Evans</p>	<p>Create/conduct Middle School Cross Country Invitational in 2016 and Middle School Track & Field Invitational in 2016</p> <p>Create/conduct distance carnival by end of track season in 2014.</p>	<p>PAUSATF marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)</p>

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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.
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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) <i>Status (March, 2016): No progress of “xtreme” competition made. Requires volunteer to lead this effort.</i>	(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: Event may be attractive to new sponsors.</i>

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>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.)</p> <p><i>Status (March, 2016):</i> Discussion among breakout group at March, 2016 strategic planning/BOA meeting in Foster City supported pursuing a Masters T&F G.P. PA Masters T&F Committee needs to pursue doing this.</p>	<p>Club Committee, Masters T&F Committee (led by Joseph Olds)</p>	<p>PAUSATF Club Committee created by December, 2015</p> <p><i>Status (March, 2016):</i> No PA Club Committee formed to date.</p>	<p>More club memberships and more scored meets</p> <p>15% annual increase of new PA athlete members with club attachments by Dec. 2016</p>
<p>3. Create/host national club champs</p> <ul style="list-style-type: none"> • Cross country (see Goal #7 below for details) • Track and field 		<p><i>Status (March, 2016):</i> PA/USATF successfully hosted the ‘15 U.S. Club XC Champs (Golden Gate Park, Dec. 12, 2015)</p>	
<p>3A. Successfully organize and host the 2016 USATF West Region Club Track & Field Championships (June 19, 2016, UC Berkeley)</p>	<p>Dena Evans (Meet Director)</p>		<p><i>Note:</i> Do we want to create a “measure of success” related to participation (number of individual and club entrants) for this meet?</p>
<p>4. Create and conduct annually a PAUSATF Club Track & Field Championship</p>	<p>Open and Masters Track & Field Committee Chairs</p>	<p>First annual meet conducted in 2016 and annually thereafter</p>	<p>Successfully created and conducted. Participation goals (number of clubs) will be set after first annual meet.</p>

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Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>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.)</p> <p><u>Status (March, 2016):</u> No progress made to date on this objective.</p>	<p>PAUSATF Open, Masters, and Youth Track & Field Chairs (and meet organizer when identified)</p>	<p>1. Create a PA task force composed of representatives from PA sport committees to find/create/support meet by Summer, 2015</p> <p>2. Find an LOC to partner with PAUSATF for a “Best in the U.S.” T&F meet by Fall, 2015.</p> <p>3. Find sponsor for meet prize purse</p>	<p>Best high school, pro, youth athletes compete in a one weekend meet annually starting in 2016</p>
<p>6. Create more competitive track & field opportunities/events for post-collegiate athletes that take place in May annually</p> <p><u>Status (March, 2016):</u> PA/USATF Men's and Women's Open 10,000m, 5,000m, and 3,000m steeplechase were moved and conducted on May 14 at the USF West Coast Last Chance meet. More work to do on this one, however, despite challenges.</p>	<p>(none identified)</p> <p><u>To Do (May, 2016):</u> Find a “responsible party” (volunteer) to work on pursuing May competitive opportunities for 2017.</p>	<p>(none identified)</p>	<p>More May track & field opportunities/events for post collegians</p>

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<p>Goal #: 4</p>	<p>Host the 2018 USA Junior Olympic Cross Country Championships</p>	<p><i>Status (March, 2016):</i> Bidding for event will probably start in 2017. Per J. Mansoor: Sacramento might be interested in bidding if they are not successful on their bid to secure this Fall’s NCAA National Cross Country Champs.</p> <p>Include this goal in the 2017-2020 PA Strategic Plan.</p>
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Measures of Success of Goal: 2018 USA JO Cross Country Championships successfully hosted

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

Goal #: 5	Host the 2014 USA Outdoor Track & Field Championships	<i>Status: Goal Accomplished!</i> (details removed)
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Measures of Success of Goal: 2014 USA Outdoor Track & Field Championships successfully hosted

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 (March, 2016): Goal Accomplished!</i> (details removed)
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Measures of Success of Goal: 2015 USA Club Cross Country Championships successfully hosted

(Athlete Development and Competition continues on the next page)

<p>Goal #: 9</p>	<p>Host the 2016 USATF National Junior Olympic Track & Field Championships</p>	<p><i>Status (April, 2015): Bid secured! Meet is being organized by the Sacramento Sports Commission and will take place at Sacramento State Univ. July 25 – 31</i></p>
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Measures of Success of Goal: 2016 USA Junior Outdoor Track & Field Championships successfully hosted

<p>Goal #: 10</p>	<p>Host a U.S. collegiate championship in road racing, mountain running, or trail running in conjunction with Collegiate Running Association</p>	<p><i>Status (March, 2016): Per J. Mansoor, Bay to Breakers not interested in a collegiate championship. Continue to pursue a mountain/trail collegiate running championship., The Gold Rush 50K (Sacramento Running Association) might be interested. Follow-up required by responsible parties indicated below.</i></p>
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Measures of Success of Goal: U.S. collegiate championship successfully hosted

<p>Strategic Objectives/Activities</p>	<p>Responsible Parties</p>	<p>Benchmarks</p>	<p>Key Assumptions & Measures of Success</p>
<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>Tom Bernhard, Bill Dodson & Hollis Lenderking</p>	<p>1. Interested organizers for 2016 championship(s) identified by: Sept., 2015</p> <p>2. Interested organizers submit preliminary budget and event site (including availability) to PAUSATF by: Sept., 2015</p> <p>3. Bid is prepared by approved organizer in conjunction with PAUSATF and submitted to Collegiate Running Association by: Oct., 2015</p>	<p>Bid for Championship(s) submitted to Collegiate Running Association and Championship(s) awarded to PAUSATF-approved organizer</p>

<p>Goal #: 11</p>	<p>Identify and work with local athlete “heroes” to create exposure and publicity for them and the sport.</p>	<p><i>Status (March, 2016): No progress made. Explore moving to Communications or Marketing and Promotions planning area. Update and include in 2017-2020 Strategic Plan.</i></p>
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Measures of Success of Goal: (To Be Competed)

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

Goal #: 12	Support the PA/USATF Foundation mission	<p><i>Status Update (March., 2016): 12 PA athletes awarded elite training grants of \$1,000 each for 2016 Olympic Track & Field Trials training,</i></p> <p>Retain this goal for the 2017-2020 Strategic Plan and move it into the Marketing & Promotions section.</p>
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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 Competed)	(To Be Competed)
2. Encourage Foundation Board to add Board members who have fund-raising skills and are committed to raising money	PA Executive Committee and Board		<p>Foundation Board increased in size from 5 (current) 5 members to 10 members by Jan. 1, 2016.</p> <p>All new Board members have demonstrated fund-raising capabilities and success.</p>

(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 (March, 2016):</i></p> <ul style="list-style-type: none"> • CIM has hosted the U.S. Association of Blind Athletes National Marathon Championships since '09. • Wheel Chair 100m, 400m, 1500m events were included in '15 PA/USATF Open Track & Field Champs • 2015 Valor Games Far West was conducted 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 athletesw/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

Goal #: 15	Secure and host the 2016 USA National Marathon Championship	<i>Status (March, 2016): Sacramento Running Association has submitted bid to USATF for the 2017/2018 National Marathon Championship in conjunction with Cal International Marathon. Championship not yet awarded.</i>
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Measures of Success of Goal: 2016 USA National Marathon Championship successfully hosted.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
(To Be Competed).	(To Be Competed)	(To Be Competed)	(To Be Competed))

(Athlete Development and Competition continues on the next page)

Goal #: 16	Secure and host the 2018 USA National Masters Outdoor Track and Field Championship (at Sac State Univ.)	<i>Status (March, 2016):</i> Sacramento Sports Commission pursuing bid for Championship,
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Measures of Success of Goal: 2016 USA National Marathon Championship successfully hosted.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Submit bid to USATF national	John Mansoor, Sac Sports Commission, Sac State	Bid submitted by deadline in December, '16,	Bid submitted. Championship secured.

Goal #: 17	Secure and host an NCAA National Cross Country Championship (any year 2017-2023)	<i>Status (March, 2016):</i> Bid is being finalized between Sacramento Sports Commission and Sac State Univ. for submission to NCAA by June, 2016.
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Measures of Success of Goal: NCAA National Cross Country Championship successfully hosted

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Submit bid to NCAA	John Mansoor, Sac Sports Commission, Sac State	Bid submitted by deadline in June, '16,	Bid submitted. Championship secured.

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Planning Area:	Communications
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Goal #: 1	Revitalize Communications Committee	<i>Status Update (April, 2016):</i> Revitalized Com Com is in place although we still need a Masters T&F, Open T&F, and an assistant to the Youth Com Com Rep volunteers
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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>	Cynci Calvin, Com Com Chair	<p>Cynci: Please update the following benchmarks for recruiting Com Com Masters Masters T&F, Open T&F, and assistant to Youth Rep volunteers. -Mark</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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<p>Goal #: 2</p>	<p>Optimize PAUSATF web site</p>	<p><i>Status Update (April, 2016): Continue optimization of site!</i></p>
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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.

<p>Strategic Objectives/Activities</p>	<p>Responsible Parties</p>	<p>Benchmarks</p>	<p>Key Assumptions & Measures of Success</p>
<p><i>1. Ongoing Objective for 2016: Work on refining and improving pausatf.org</i></p> <ul style="list-style-type: none"> • <i>Calendars: currently there are both composite and Google calendar options. These generate more work for updates. Can this be streamlined by using the USATF calendar?</i> • <i>More photographs and more videos (especially from Youth)</i> • <i>More news items (especially from Youth)</i> • <i>We may need to update to a more mobile friendly theme</i> 	<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>Cynci: Please establish new benchmarks for remainder of 2016 and replace the old benchmarks below. <i>-Mark</i></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"> • <i>Analytics will show a steady increase in website traffic, less downtime.</i> • <i>Positive reactions about website functionality</i>

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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 <p>2016:</p> <ul style="list-style-type: none"> • 2016 U.S. Olympic Track & Field Trials and lead-up meets (Payton Jordan Invite, etc.) • Youth Track & Field events with Junior Olympic hopefuls • 2016 USATF National Junior Olympic Track & Field Championships <p>Consider PA Championships as well (youth, masters LDR, racewalk, ultra).</p>	<p><u>Status Update (April, 2016):</u></p> <p><i>Accomplishments:</i></p> <ul style="list-style-type: none"> • Hired Bob Burns and Mark Winitz for story writing assignments. • Fred Baer provides additional media releases. • Cynci created LOC homepage for the USATF National Club XC Champs and a “Road to Rio” page for stories, news, videos about PA Tea USA hopefuls. (National Club XC Champs were especially successful in coverage due to the LOC home page at pausatf.org.) • We saw a very healthy increase in the amount of traffic on the Facebook page and website. <p><i>Continue to work on the following:</i></p> <ul style="list-style-type: none"> • Intern program (not yet created due to a lack of searching for and finding a coordinator) • Photo archive (not yet set up)
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Measures of Success of Goal: Increased print, TV, and electronic media coverage (including PA website and Facebook activity)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Identify 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</p> <p>2. Have athletes competing in the events generate</p>	<p>Committee Com Com Reps, Fred Baer, Dena Evans, John Mansoor, Cynci Calvin, Dave Shrock, Mark Winitz</p>	<p>1. Mar. 23-April 13 Com Com meeting agenda item to identify publicity team</p> <p>2. Athletes competing in the events generate Facebook and social media outreach before,</p>	<p><i>Key Assumptions:</i></p> <p>1. A qualified person to lead the publicity team will be found.</p>

<p>Facebook and social media outreach.</p> <p>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).</p> <p>4. Inform media outlets about how to access PA event results (sort by athletes’ residences)</p> <p>5. Start a photo/video archive of PA/USATF athletes.</p>	<p>during and after the dates of each event.</p> <p>3. Com Com conducts media outreach for each event particularly featuring elite athletes competing in the events.</p> <p>4. NOTE: Benchmarks for Strategic Objective #4 at left TBD.</p> <p>5. April 13 – Cynici to set up and provide access to com Com reps.</p>	<p>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> <p><i>Measure of Success:</i></p> <p>Increased number of news articles, press releases, TV spots, links to other websites</p>
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<p>Goal #4 (new for 2016)</p>	<p>PA/USATF Emailed Newsletters</p>	<p><u><i>Status Update (April, 2016):</i></u> At the March, 2016 PA BofA and Strategic Planning Meeting, Larry Eder of Fortius Media Group and the Running Network proposed a plan to produce a combination of print and electronic media. The proposal was passed by the BofA. If successful, this will preclude the need for separate e-mailed newsletters.</p> <p>The proposed plan includes: (1) Six times a year, a 16-page digital magazine (<i>California Track & Running News</i>) attached to an e-newsletter, (2) a print issue twice a year.</p>
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Measures of Success of Goal: 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
<p>1. Six times a year, produce and distribute a 16-page digital magazine (<i>California Track & Running News</i>) attached to an e-newsletter.</p> <p>2. Twice a year, produce and distribute a print issue of <i>California Track & Running News</i>.</p>	<p>Larry Eder (Fortius Media Group/Running Network)</p>		

Goal #5	Multi-Year Membership “Time to Renew” Emailed Notices	<p><u><i>Status Update (April 2016):</i></u> Mark Winitz contacted Desiree Friedman (Associate Director of Constituent) Services) in the USATF national office in November, 2015 to inquire about having this implemented nationally. She responded that currently members are notified (by email) of their expiration date in November of the year their membership is set to expire, which is 12/31 each year. This is done manually. At that time, USATF was reviewing database management systems that would automatically provide USATF members with e-mails notifying them of their impending expiration 90, 60 and 30 days out. They hope to implement this system in 2016.</p>
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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
<p>1. USATF national office sends membership renewal reminders to USATF members with multi-year memberships that are about to expire</p> <p>2. Encourage the National office staff to do this.</p>	<p>Mark Winitz, Irene Herman, Dave Shrock</p>	<p>Mark to re-submit USATF Bylaws amendment to USATF Law & Legislation Committee by 9/1/15 that will require this.</p>	<p><i>Assumption:</i> The national USATF office will be willing and able to do it.</p>

<p>Goal #6 (new for 2016)</p>	<p>Improve use of Social Media Tools</p> <p><i>Note:</i> Social media tools include Facebook, Twitter, Instagram, SnapChat, YouTube, Buffer.</p>
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Measures of Success of Goal:

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>Form a Social Media Task Force</p>	<p>Larry Eder, Michael Davidson, Jennifer Oliver, Thomas Vincent, Verity Breen</p>	<p>April 15, 2016: Com Com Chair Cyni Calvin outreaches to responsible parties to form the Social Media Task Force.</p> <p>May 15, 2016: Social Media Task Force holds its first meeting to outline a plan. Plan is submitted to Com Com.</p>	<p><i>Key Assumption:</i></p> <ul style="list-style-type: none"> • Task Force will take responsibility to move forward and use social media within the Communications Committee guidelines. • Updates at pausatf.org will allow for following social media applications <p><i>Measure of Success:</i></p> <ul style="list-style-type: none"> ▪ increased activity in the Social Media tools that in turn improves the visibility of PA/USATF as measured by Google analytics stats and increased membership.

<p>Planning Area:</p>	<p>Marketing and Promotions</p>	<p><i>Status Update (April, 2016):</i> Strategic planning updates for Marketing and Promotions are put on hold until a new Strategic Plan is created for the 2017-2020 Olympiad when renewed efforts to bring on board a Marketing Chair and marketing contractor will begin.</p>
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<p>Goal #1:</p>	<p>Fill the currently vacant PAUSATF Marketing Committee Chair position and hire a marketing contractor to secure advertising on a commission basis.</p>	<p><i>Status Update (April, 2016):</i> Positions are <u>not</u> filled to date.</p>
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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

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

<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:</p> <p>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. 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) <i>(plus, possibly, Charlotte Sneed, Chris Houston, Maura Kent)</i></p>	<p>Draft policy reviewed by PA Board by Fall of 2014</p> <p>Policy voted on by PA board by year end of 2013</p>	<p>Advertising policy implemented by January, 2014</p>

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<p>2. Develop Website/electronic and hard-copy advertising collateral material for potential advertisers</p>	<p>New Marketing Committee Chair + Cynci</p>	<p>Create advertising collateral material by year end of 2014</p>	<p>\$500 expense for printing hard copy advertising collateral material</p>
<p>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</p>	<p>New Marketing contractor + Cynci</p>	<p>a. Posted on PA website by January, 2016 b. Mailings sent out monthly to potential advertisers based on PAUSATF leads and targeted company solicitations</p>	<p>Solicit 50 potential advertisers annually</p>
<p>4. Create additional marketing materials: flyers, postcards, envelopes and letterhead, banners, printed bookmarks — with PAUSATF website address on all materials</p>	<p>New Marketing Committee Chair + Cynci, George Rehmet (paralympics)</p>	<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 	<p>\$500 for banners & \$500 for printed materials (different from advertiser collateral material)</p>
<p>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)</p> <p><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></p>	<p>TBD</p>	<p>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.</p>	<p><u>Assumption:</u> USATF grants will continue to be distributed to support this program</p>

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Goal #4:	Recruit sponsors for PAUSATF	<i>Status Update (April 1, 2015): See Goal #5 in this section for update. Ramp up efforts when new Marketing Chair and Marketing contractor are on board.</i>
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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)

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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): approximately \$30,000 in sponsorship/partnership income brought in to date for '15 USATF Cross Country Club Champs by Irene Herman!!</i>
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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, Christine Johnson (CTRN)</p>	<ol style="list-style-type: none"> 1. Gather demographics of membership by ?? specify date – Irene Herman 2. Gather analytics of website by ?? specify date – Cynci 3. Create collaborative marketing plan with CTRN by ?? specify date– Cynci (and new Marketing Chair and/or new Marketing Contractor) 3. Coordinate marketing (advertising and sponsorship) efforts with website re-design by ?? specify date – Cynci 	<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 (March, 2016):</i> 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.
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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

<p>Goal #: 2</p>	<p>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</p>	<p><i>Status Update (March, 2016):</i> In February, 2016 a “hands-on officials’ cert clinic was held in Oakley for coaches and parents. Supported by League Commissioner. Organized by league coaches based on 2015 feedback.</p> <p><i>Status Update April, 2015):</i> 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.</p>
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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
<p>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</p> <p><i>Status Update (March, 2016):</i> Remove this objective and discontinue activity for the time being, Has not worked for last two years at officials clinics, No one came in 2016 after advertising availability,</p>	<p>Officials Training Group</p>	<p>Implement in winter of 2015/2016</p>	<p>Coaches attending clinics at minimum charge; no books</p>
<p>2. Publicize/announcement the availability, dates, etc. of “Introduction” and “Fundamentals” rules clinics workshops for coaches at designated events and on PA/USATF website</p>	<p>Officials Training Group and Cynci Calvin (for posting on website)</p>	<p>Implement in 2015/2016</p>	<p>Increase number of coaches attending clinics workshops by at least 10% annually through 2017</p>

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Goal #: 3	Increase officials’ participation in continuing education and pursuit of advanced skills levels	<p><i>Status (January, 2016):</i> Currently 30% of PA officials are certified at the National or Master Level</p> <p><i>Additional Update (March, 2016):</i> Annually, 25% to 30% of PA officials attend an officials clinic to increase their knowledge .</p>
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Measures of Success of Goal: (1) Attendance by 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 year <i>Status (March, 2016): Officials are being encouraged.</i>	Jim Hume		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: Completed for 2016</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

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

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

<p>Goal #: 5</p>	<p>Conduct 90-minute “learn by doing hands-on <u>practicums workshops</u> 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><u>Status Update (May, 2016):</u> Since 2013, multiple practicums and workshops have been held at Univ. of California-Berkeley and Univ. of California-Davis.</p> <p>In 2016 (to date) two umpiring workshops were successfully conducted at UC Berkeley and starters’ workshops were held at UC Davis and Los Gatos.</p>
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Measures of Success of Goal: A minimum of two hands-on training (learn-by-doing) clinics/workshops 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</p> <p><u>Status (April, 2016):</u> No guidelines have been developed.</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 clinic/workshop locations and dates</p>	<p>Officials Training Group</p>	<p>Locations and dates identified in December annually and updated the following February</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> <p><u>Status (May, 2016):</u> Compliance by youth clubs in 2016 unknown to date. Contact Youth Committee.</p>

<p>Goal #: 6</p>	<p>Increase the number of volunteers working in all areas of Association activities (on committees, at competitions, etc.)</p>	<p><i>Status Update (May, 2016):</i> NEW GOAL. Moved from Admin and Governance section to this one, and amended, per request of D. Shrock.</p> <p><i>Note:</i> Work on this goal, as time and resources allow in 2016. Also, include this goal in 2017-2020 Strategic Plan to be created for next Olympiad.</p>
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Measures of Success of Goal: A minimum of two workshops for prospective volunteers successfully conducted (at a minimum of two different sites) annually. These will be hands-on training/learn-by-doing workshops.

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

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