



## LONG RANGE STRATEGIC PLAN

**2017-2020**

**Version 2      March 29, 2018**

(Updates from previous version are indicated in **maroon typeface** on [page 23](#) and [page 28](#), )

### Key

**green type** indicates budget impacts

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

**dark blue type** indicates status updates on strategic initiatives carried over from 2013-2016 plan

### **Planning Areas**

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Planning Area:	<b>Administration and Governance</b>
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<b>Goal #: 1</b>	New volunteer leadership at the Association committees and Board of Athletics (BOA) levels
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**Measures of Success of Goal:** At least one new member serving on each Association committee and one new member serving on the BOA annually

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Work on committee resources	a. Committee Chairs  b. Irene Herman	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.	New volunteers on committees and BOA

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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 or participate in conference calls in at least two BOA meetings per calendar year.</p>	<p>a. Executive Committees of each PA/USATF committee                      b. Second VP                      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>80 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>Note:</i> In August, 2015 Jim Manha sent questionnaires and requests to all association high schools and colleges. There was a low response. Try again, perhaps with a different approach. Fan Fare 2017 Sac State National T&amp;F Champs-Official brochures handouts</p>	<p>Officials Committee and sport committees                      Marketing team</p>	<p>Annually, recruit and train 5 new volunteers under age 25 as officials/meet managers.</p>	<p>10 new volunteers recruited and trained as officials/meet managers by end of 2018</p> <p>Certification Chair Jim Hume to report Stats</p>

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<b>Goal #2:</b>	Increase effectiveness of smaller committees by detailing member roles within committees, committee membership, and budget necessary to function	<i>Note (May, 2017):</i> This goal is carried over from the 2013-16 Strategic Plan. Keep working on this one..
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**Measures of Success of Goal:**

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Delineate Hall of Fame Committee members and necessary budget to operate	<ul style="list-style-type: none"> <li>• PA President</li> <li>• PA Past Presidents (Kleeman, Herman, Baer, Colman, Hume, Shrock)</li> <li>• Leroy Milam (Awards Chair) since should be member of final committee</li> <li>• BofA</li> </ul>	<p>1. By Sept'17 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 Sept'17 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, BoA approves budget item of \$1,000 to pay for an annual PA Hall of Fame Awards Reception/Dinner plus possible housing/hotel for Hall of Fame recipients</p>	Hall of Fame (selection) Committee established with representatives from each PA Sport Committee

<p>2. Increase outreach of ParaAthletics Committee</p>	<p>New para Chair with oversight of second VP, BoD Simone Adair-new Marketing chair</p>	<p>Reach out to Veterans, Wounded Warrior, and Paralympics groups</p>	<p>Demonstrated outreach with greater communication and marketing resulting in increased disabled athlete membership by 20% in 2017/2018</p>
<p>3. Increase reach of Membership Committee Have specific events for membership drives annually</p>	<p>Membership Chair (Irene Herman) with oversight of second VP and BoD</p>	<p>Recruit members from larger committees to work within each committee to support committee/chair</p>	<p>LDR, Officials, Coaches, members (Youth already has designated rep (Maria Castillo)</p>
<p>4. Revitalize Media Committee</p>	<p>Current Media Committee Chair (Fred Baer) BoA New official Marketing Chair (when on board)</p>	<p>1. in 2017, better delineate committee's role and how to respond to Association's needs 2. In 2017, 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 (possibly to be covered with new Marketing Chair).</p>	<p>Increased media coverage of association athletes' activities and successes in both traditional and new media</p>

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<p><b>Goal #: 3</b></p>	<p>Increase the number of individuals willing and able to organize and administer regional and national events</p>	<p><i>Note (May'17):</i> This goal is carried over from the 2013-2016 Strategic Plan. Benchmarks were not achieved due to lack of interested individuals in Assoc.</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><b>Strategic Objectives/Activities</b></p>	<p><b>Responsible Parties</b></p>	<p><b>Benchmarks</b></p>	<p><b>Key Assumptions &amp; Measures of Success</b></p>
<p>1. 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&amp;F, road race, cross country, youth, etc.)</p>	<p>List submitted to BOA at March, 2018 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 March, 2018 meeting</p>
<p>3. Initiate mentoring effort at a designated events utilizing George Kleeman’s mentoring handbook</p>	<p>BOA Executive Comm and John Mansoor</p>	<p>Mentoring effort rolled out at a designated event in Summer, 2018 (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><b>Goal #: 4</b></p>	<p>PA/USATF Long Range Strategic Plan is reviewed and updated regularly to:</p> <ul style="list-style-type: none"> <li>(1) Evaluate and document progress on current strategic programs</li> <li>(2) Revise current strategic programs as necessary</li> <li>(3) Add or eliminate strategic programs to reflect PA/USATF's current activities and priorities</li> </ul>	<p><i>Status Update (May, 2017):</i> Planning meeting for new (2017-2020) Strategic Plan conducted by BOA in March, 2017. Updates to new plan to be completed in June 2017.</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 annually at March BOA meeting, with activation through year proceeding.</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"> <li>• Clarifications and enhancements to current strategic programs/activities</li> <li>• Strategic accomplishments to date</li> <li>• Revisions and actions items for strategic programs/activities, as necessary</li> </ul> <p><b>(continued on next page)</b></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> <p><i>Status Update: May'17: All new budget allocations need to be included in strategic plan to be funded</i></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> <p><i>Status Update:</i> May'17: In process, with first version of new strategic plan sent to stake holders in June'17.</p>



<b>Goal #: 5</b>	Diligent oversight of PA/USATF committee operations	<i>Note (May'17):</i> This goal is carried over from the 2013-2016 Strategic Plan. Benchmarks were not achieved due to lack of interested individuals in Assoc.
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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.

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Create a volunteer position entitled PA/USATF Committee Operations Coordinator and document responsibilities of this coordinator	Second VP-Dave Bartholomew	1. Responsibilities of Committee Operations Manager documented as a proposed amendment to PA Bylaws 2, Proposed Bylaws amendment presented to BOA at May. 2018 BOA meeting 3. Proposed Bylaws amendment voted upon by BOA at November, 2018 BOA meeting	<i>Status Update (May'17):</i> .- Dave Bartholomew (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-oversee by Dave Bartholomew		

Planning Area:	<b>Athlete Development and Competition</b>
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<b>Goal #: 1</b>	<p>Keep indoor track and field alive regionally by leading a development effort for a new indoor track venue</p> <p><i>Notes: (May, 2017):</i> This goal is carried over from the 2013-2016 Strategic Plan and refined, it includes the possibility of exploring the building of a portable indoor track that could be used at different existing facilities.</p> <p>Construction of an indoor track at the E.L. Wiegand Fitness Center at University of Nevada, Reno did not turn out as envisioned in the 2013-2016 Strategic Plan. It is purely recreational (3 lanes with no spectator stands) and is not suitable for competition.</p>
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- Measures of Success of Goal:**
1. Universities/colleges in our Association do not drop their indoor track and field programs.
  2. More universities/colleges in our Association participate in indoor track and field.
  3. More PAUSATF athletes participate in indoor track and field.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Create and distribute a report to targeted NCAA Division I universities in the PA that contains the following:</p> <p>(a) Advantages of resurrecting indoor T&amp;F in the PA region</p> <p>(b) A proposal and general plan for sharing the costs for the purchase, oversight, and</p>	Cris Houston, John Mansoor	Report created and distributed to targeted NCAA Division 1 universities by January, 2018	<p><i>Measures of Success:</i></p> <p>1. Commitment by universities to buy indoor portable track and designate a “home” facility for the track by mid 2018</p>

<p>management/maintenance of a portable (modular) banked indoor track that can be used at a designated indoor facility/arena during the indoor T&amp;F season</p> <p>(c) Perhaps, an illustrative example of the costs and expected revenue associated with the production</p>			<p>2. Indoor track purchased and ready for use by start of 2019 indoor T&amp;F season</p>
<p>2. Annually, assist with and/or participate in the creation of a Winter schedule of invitational indoor meets to be conducted on the portable track at designated facility/facilities</p>	<p>TBD</p>	<p>Schedule of meets put together annually by ?? (what date?)</p>	<p>Schedule may include collegiate, open, invite, masters, and youth meets</p>

<p><b>Goal #: 2</b></p>	<p>Establish and publicize a series of PA/USATF track and field meets designed to....</p> <p><b>GOAL DETAILS TO BE DEVELOPED</b></p>	<p><u>Note (June, 2017):</u> Details of this goal to be worked out with Fred Baer and others ...</p> <p>.</p>
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<p><b>Goal #: 3</b></p>	<p>Establish and publicize a series of specialty meets and exhibition competitions 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>	<p><u>Note (May, 2017):</u> This goal is carried over from the 2013-16 Strategic Plan. Little progress was made on this goal because of lack of Local Organizing Committees for specialty meets. Keep searching for LOCs.</p> <p>.</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"> <li>• Jumps carnival(s)] (possibly one of Jan Johnson’s pole vault meets)</li> <li>• Distance carnival</li> </ul> <p>Exhibition Opportunities:</p> <ul style="list-style-type: none"> <li>• Throws carnival or throws pentathlon (possibly at Pat Young’s Throwers Classic at Hartnell College)</li> <li>• Special throws exhibitions for kids at events (fairs, carnivals). Kids get 5-10 minutes of instruction, then throw turbo/aerogavelin or long jump.</li> <li>• Field events carnival</li> <li>• Sprints carnival</li> <li>• “Fastest Pro Athlete” division (soccer, football, baseball, etc.)</li> </ul>	<p>Cris Houston, Mike Curry, PA Youth, Open and Masters Track &amp; Field Committee Chairs</p>	<p>Specialty meets identified by March 1 prior to each outdoor track and field season (starting in 2018)</p>	<p><i>Measures of Success:</i></p> <ul style="list-style-type: none"> <li>• Specialty meets identified and successfully executed</li> <li>• Successful production of exhibition designed to increase awareness of T&amp;F events.</li> </ul>
<p>2. Work with the PA Marketing Committee (when established) to create the following competitions for targeted marketing/new member outreach:</p> <ol style="list-style-type: none"> <li>a. Middle school meets in both cross-country and track &amp; field</li> <li>b. Distance carnival for Open athletes</li> </ol>	<p>Cris Houston, Robyn Stevens (or New Marketing Chair (when identified)</p>	<p>Create/conduct Middle School Cross Country Invitational in 2018 and Middle School Track &amp; Field Invitational in 2019</p> <p>Create/conduct distance carnival for Open athletes by end of track season in 2018 or 2019 .</p>	<p>PAUSATF marketing awareness and membership drive conducted at each event</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, Phil Leake		Adequate of officials at each specialty meet

<b>Goal #: 4</b>	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 2017-2020 quadrennial; (2) At least one USATF national track and field and/or cross country championship hosted during the 2017-2020 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>Note (May, 2017):</i> This objective is carried over from the 2013-2016 Strategic Plan. No progress was made. Requires volunteer to lead this effort.	(Need to find an interested person to lead this effort)	1. Xtreme competition leader identified by December 31, 2017 2. Xtreme competition organizing committee created by December 31, 2017 3. Facility and event date identified by Dec 31, 2017	Inaugural PAUSATF “xtreme” track and field competition held in 2018  <i>Assumption:</i> Event may be attractive to new sponsors.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>2. Promote participation in “club” meets (track &amp; field) with club-scored competition by creating a PA Track &amp; Field Grand Prix specifically for Masters athletes with Masters team/club scoring. (Include age-graded running events and field events.)</p> <p><i>Note (May, 2017):</i> This objective is carried over from the 2013-2016 Strategic Plan. No progress was made. Requires volunteer to lead this effort.</p>	<p>Masters T&amp;F Committee (led by Joseph Ols)</p>	<p>PAUSATF Masters Track &amp; Field Grand Prix which includes club/team scoring established by <u>(date to be determined)</u> which includes Masters team scoring.</p>	<p><i>Measures of Success:</i></p> <p>More club memberships and more scored meets</p> <p>15% annual increase of new PA athlete members with club attachments starting in 2019</p>
<p>3. Create and conduct annually a PAUSATF Club Track &amp; Field Championship</p> <p><i>Note (May, 2017):</i> This objective is carried over from the 2013-2016 Strategic Plan. No progress was made.</p>	<p>Open and Masters Track &amp; Field Committee Chairs</p>	<p>First annual meet conducted in <u>(year to be determined)</u> 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&amp;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><i>Status (May, 2017): This objective is carried over from the 2013-2016 Strategic Plan. No progress was made.</i></p>	<p>PAUSATF Open, Masters, and Youth Track &amp; Field Chairs (and meet organizer when identified)</p>	<ol style="list-style-type: none"> <li>1. Create a PA task force composed of representatives from PA T&amp;F committees (Open, Youth, Masters, plus RW) to find/create/support meet by (date to be determined)</li> <li>2. Find an LOC to partner with PAUSATF for a “Best in the U.S.” T&amp;F meet by (date to be determined)</li> <li>3. Find sponsor for meet prize purse</li> </ol>	<p>Best high school, pro, youth athletes compete in a one weekend meet annually starting in (year to be determined)</p>
<p>6. Create more competitive track &amp; field opportunities/events for post-collegiate athletes that take place in May annually</p> <p><i>Status (May, 2017): Last year PA/USATF’s 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.</i></p>	<p>(none identified)</p> <p><i>To Do (May, 2017): Find a “responsible party” (volunteer) to work on pursuing May competitive opportunities for 2018 and beyond.</i></p>	<p>(none identified)</p>	<p>More May track &amp; field opportunities/events for post collegians</p>

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<p><b>Goal #: 5</b></p>	<p>Successfully host the following national/regional championships (which have been awarded to local organizers and PA/USATF as of May, 2017):</p> <ul style="list-style-type: none"> <li>• 2018 U.S. National Junior Olympic Cross Country Champs (Reno, NV)</li> <li>• 2018 NCAA DI Track &amp; Field Regional Champs (Sacramento State)</li> <li>• 2018 NCAA D1 Cross Country Regional Champs (Sacramento State)</li> <li>• 2019 NCAA D2 Cross Country Nationals Champs (Sacramento)</li> </ul>	<p><u><b>Additional Notes</b></u> (May, 2017):</p> <ul style="list-style-type: none"> <li>• Sacramento State was scheduled to host the 2022 D1 NCAA Track and Field Regional Champs but this may switch to the 2019 D1 NCAA Track &amp; Field Regionals.</li> <li>• Sacramento has been asked to host the 2018 USA Track &amp; Field National Championships.</li> <li>• Sacramento is bidding for the 2020 U.S. Olympic Track &amp; Field Trials which may include the 2019 U.S. Track &amp; Field Nationals.</li> <li>• Sacramento may bid for the 2019 U.S. Junior Olympic Track &amp; Field National Championships.</li> </ul>
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<p><b>Goal #: 6</b></p>	<p>Identify and work with local athlete “heroes” to create exposure and publicity for them and the sport.</p>	<p><u><b>Note</b></u> (May, 2017): This goal is carried over from the 2013-2016 PA/USATF Strategic Plan.</p>
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**Measures of Success of Goal: (To Be Competed)**

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Identify 10 youth/HS athletes to feature... <u>Note:</u> Permission of parents is required.</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. Create a PA task force to explore creating, publicising, and promoting an Association-wide “athlete heroes” program for kids. Program might include the following:</p> <p>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)</p> <p>b. Elite athletes appearing at designated youth “RunJumpThrow” events</p>	<p><b>(To Be Identified)</b></p>	<p>1. PA President and BOA appoints a task force Chair by Oct. 1, 2017</p> <p>2. Task force members identified (w/ reps from Youth, Communications, Marketing, Open T&amp;F, and LDR Committees) by Dec. 1, 2017</p> <p>3. Task force operating in early 2018</p>	<p><i>Measures of Success;</i></p> <p>“Athlete heroes” program kicks off in 2018 with:</p> <p>1. At least one middle school assembly that includes elite athletes in attendance who are competing in a local major competition the same week</p> <p>2. Local media coverage of assembly, or assemblies</p>
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Planning Area:	<b>Communications</b>
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<b>Goal #1</b>	<b>More and Better Use of Social Media</b> to publicize all USATF Pacific’s programs, activities, and accomplishments
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**Measures of Success of Goal:** An increase in users of USATF Pacific’s social media outlets as follows: Facebook 25%. Twitter100%, YouTube 50%, Instagram 100% by 1/1/2018.

*(Note: Percentage increases after 1/1/2018 TBD since they will be based on 2017 percentages.)*

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Establish a USATF Pacific Social Media Subcommittee (of the PA Communications Committee) composed of 3-5 PA members to plan and oversee PA social media activities and enhancement,	Cynci Calvin, PA Communications Committee, and PA Marketing Chair, Robyn Stevens, volunteer	Social Subcommittee established by September 1, 2017	<p><i>Assumption 1:</i> A PA Marketing Chair will be approved and selected.</p> <p><i>Assumption 2:</i> There will interested volunteers to work on the Social Media Subcommittee.</p> <p><i>Measure of Success:</i> Social Media Committee established and operational by September 1, 2017</p>
2. Appoint a volunteer USATF PACIFIC Social Media Subcommittee Chair. This Subcommittee Chair will work with the PA Communications Chair and the PA Marketing Chair after the Marketing Chair is selected.	Cynci Calvin, PA Communications Committee, and PA Marketing Chair	Social Subcommittee Chair selected by September 1, 2017.	Same as above.

<p>(<i>Note:</i> The Marketing and Promotions section of this Strategic Plan contains a section with details regarding the selection and appointment of a Marketing Chair.)</p>			
<p>3. Create a USATF Pacific <i>Social Media Procedures Manual</i> that details procedures for managing and maintaining PA’s social media outlets.</p>	<p>PA Communications Committee, PA Marketing Chair, PA Social Media Subcommittee</p>	<p>USATF Pacific Social Media Procedure Manual created by October 1, 2017</p>	<p><i>Measure of Success:</i> Social Media Manual guidelines are adopted by the Communications Committee’s Operating Procedures.</p>
<p>4. Instagram, Twitter accounts are functioning</p>	<p>Communications Committee, PA Social Media Subcommittee, Marketing Chair</p>	<p>Accounts established and functioning by October 15, 2017.</p>	<p><i>Measure of Success:</i> Increased activity on Facebook, Instagram, Twitter</p>

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<b>Goal #2</b>	Optimize pausatf.org (continued from 2013-2016 Strategic Plan)
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**Measures of Success of Goal:** USATF Pacific’s website functions with minimal downtime and technical difficulties

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. Achieve a website with minimal downtime and technical difficulties	Webmasters Thomas Vincent, Jeff Teeters	1. Initiate search for a new host that includes tech support (in process as of April 4, 2017) 2. New host in place by June 1.	<i>Assumption</i> Funds will be available to finance the new host. <i>Measure of Success:</i> pausatf.org functions without downtime and if any technical problems occur, they are resolved quickly.
2. Remove website maintenance from Thomas Vincent’s volunteer responsibilities.	Webmasters Thomas Vincent, Jeff Teeters	Thomas Vincent moves site to the Microsoft (MS) platform for Wordpress sites via a grant application to MS by June 1, 2017	<i>Measures of Success:</i> MS Grant is accepted. Site is successfully moved to the new host and Thomas Vincent’s skills are no longer needed.
3. Resolve ongoing FTP issues that hamper the database updates and Road Racing and XC running scoring systems	Webmasters Thomas Vincent, Jeff Teeters	Thomas Vincent resolves these issues by April 20, 2017 <i>Status (4/20/17):</i> Cynci is checking to see if this has occurred.	<i>Measure of Success:</i> FTP process works consistently.

<b>Goal #3</b>	More media coverage of PA events and athletes (continued from 2013-2016 Strategic Plan)
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**Measures of Success of Goal 3:** More Media coverage of PA events and athletes (continued from 2013-2016 Strategic Plan)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Create, submit, and evaluate a budget item request for the PA 2018 fiscal year to compensate freelance writers, journalists, publicists, videographers, photographers for material about national USATF events held within the PA, PA athletes who competed at these events, and other PA championship events and athlete performances.</p> <p><i>Budget Impact: \$4,000 for 2018 fiscal year</i>  <i>Note: \$3,000 is already budgeted for this activity in 2017</i></p>	<p>PA Communications Committee, PA Marketing Committee, PA Board of Athletics or Executive Board</p>	<p>Budget item request for FY2018 is submitted by August 1, 2017</p>	<p><i>Measure of Success:</i> Budget item request is submitted and approved.</p>
<p>2. Search for freelance writers, reporters, journalists, publicists, videographers, photographers in PA to provide material about targeted PA events and athletes (including Youth events and athletes)..</p>	<p>PA Communications Committee, PA Marketing Committee</p>	<p>Two or three freelance writers/reporters identified by summer, 2017</p>	<p><i>Measure of Success:</i> Writers secured/contracted and provided with a list of targeted athletes and events.</p>

Goal #3 (continued)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>3. More stories and media coverage about PA events. Specific upcoming PA events to target:</p> <ul style="list-style-type: none"> <li>• 2017 USATF National Outdoor T&amp;F Champs</li> <li>• 2017 &amp; 2018 USATF National Marathon Champs</li> <li>• 2017 PA Championships: Youth, Masters, Open (T&amp;F, LDR, Race Walking)</li> </ul> <p>(For stories submitted prior to January 1, 2018 non-volunteer writers/videographers, etc. are paid from the FY2017 budget. For stories submitted during FY2018 non-volunteer writers/videographers, etc. are paid from the FY 2018 budget.)</p>	<p>PA Communications Committee and freelance writers/reporters</p>	<p>Freelance writers/reporters are generating stories by June 22-25, 2017 (USATF National T&amp;F Champs)</p>	<p><i>Measure of Success:</i> For 2017-and 2018, stories/ media items about PA events are increased by a minimum of 25% each year as compared to the previous year.</p> <p><i>Key Assumption:</i> There are sufficient funds in the FY2017 and the FY2018 budgets, or funds from other sources become available, to finance acquisition of this material.</p>
<p>4. More profile stories about PA athletes and their noteworthy performances</p>	<p>PA Communications Committee and freelance writers/reporters</p>	<p>Freelance writers/reporters are generating stories by June 22-25, 2017 (USATF National T&amp;F Champs)</p>	<p><i>Measure of Success:</i> For 2017 and 2018, stories/ media items about PA events and athletes are increased by a minimum of 25% each year as compared to the previous year.</p> <p><i>Key Assumption:</i> There are sufficient funds in the FY2017 and the FY2018 budgets, or funds from other sources are available.</p>

(Continued on next page)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>5. Evaluate the proposal from Exclamation Services for communications/media services highlighting PA/USATF athletes and their performances at USATF national championships. <i>Note:</i> Highlights would be distributed via PA website and social media.</p> <p><b>Budget Impact:</b> \$25,000 annually (prorated for the remainder of 2018) if proposal is accepted</p>	<p>Cynci Calvin, PA Communications Committee</p>	<p>1. Decision and recommendation on proposal by Communications Committee starts in April, 2018-03-29</p> <p>2. If appropriate consideration by PA Board of Athletics at BOA meeting on 5/15/18</p>	

<p><b>Goal #4</b></p>	<p>Develop and distribute a <b>USATF Pacific membership benefits brochure</b> (in collaboration with the PA Marketing Committee) with a goal of progressively increasing PA memberships during the 2017-2020 Olympiad.</p>
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**Measures of Success of Goal 4:** Increase of PAUSATF membership by 2% in 2017, 3% in 2018, 3% in 2019, and 4% in 2020 over each previous year’s membership during the 2017-2020 Olympiad.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>(See details in the <i>Marketing and Promotions</i> section.)</p>	<p>Robyn Stevens, Cynci Calvin</p>		

<b>Goal #5</b>	Develop and make available for viewing a <b>USATF Pacific membership benefits video</b> ( <u>in collaboration with the PA Marketing Committee</u> ) with a goal of progressively increasing PA memberships during the 2017-2020 Olympiad.
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**Measures of Success of Goal 4:** Increase of PAUSATF membership by 2% in 2017, 3% in 2018, 3% in 2019, and 4% in 2020 over each previous year’s membership during the 2017-2020 Olympiad.

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
(See details in the <i>Marketing and Promotions</i> section.)	Robyn Stevens, Cynci Calvin		

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Planning Area:	<b>Marketing and Promotions</b>
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<b>Goal #1:</b>	Fill the currently vacant PA/USATF Marketing Committee Chair position and hire a Marketing Contractor to secure PA sponsors, advertising on a commission basis, and assist with PA membership building.
<b><u>Priority:</u> HIGH</b>	

**Measures of Success of Goal:** (1) Marketing Committee Chair on board by January, 2018. (2) Marketing contractor hired by February, 2018

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 Athletics, Robyn Stevens (current interim Marketing Chair until an official Marketing Chair is selected), and Cynci Calvin	Short announcement and description of Marketing Chair responsibilities posted on website by September, 2017.	<u>Measure of Success:</u> New Marketing Chair on board by January, 2018
2. Hire a Marketing Contractor (perhaps, an intern) to secure PA advertising on a commission basis. (This may be a part time position and/or a volunteer position at first.)	PA Board of Athletics, John Mansoor	1. By August, 2017 PA Board of Athletics (BOA) Executive Committee discusses the role and responsibilities of a Marketing Contractor, compensation, and parameters for measuring success of marketing efforts.  2. If position is approved by BOA, then a short announcement and description of Marketing Chair responsibilities is posted on website by September, 2017.	<u>Measure of Success:</u> Marketing Contractor hired by February, 2018

	3. Interviewing and hiring process begins Sept., 2017 and is completed by February, 2018.	
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<b>Goal #2</b>  <i>Priority: HIGH</i>	Develop and distribute a <b>PA/USATF membership benefits brochure</b> (in collaboration with the PA Communications Committee) aimed at prospective new members with a goal of progressively increasing PA memberships during the 2017-2020 Olympiad.	<i>Note (May, 2017):</i> <ul style="list-style-type: none"> <li>• PA membership increased from 6,910 in 2013 to 8,398 in 2016 (a 29/% increase over this 3-year period)</li> </ul>
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**Measures of Success of Goal:** Increase of PAUSATF membership by 2% in 2017, 3% in 2018, 3% in 2019, and 4% in 2020 over each previous year’s membership during the 2017-2020 Olympiad.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Design, develop, and print brochure.  <i>Budget impacts (from FY 2017 Marketing Committee budget): (1) \$5000 for design and development (2) \$200 for printing (how many?) copies (Note: Specific dollar amounts and number of brochures to be determined), Need for promotional items for branding.</i>	Graphics design/development person (hopefully a volunteer), Irene Herman, Cynci Calvin, Robyn Stevens (or new Marketing Chair if selected), John Mansoor	1. Master copy of brochure approved by <b>date to be determined</b>  2. Brochure printed and available for distribution by <b>date to be determined</b>	<i>Measure of Success:</i> Brochure printed and available for distribution

<b>Goal #3</b>  <i>Priority: TBD</i>	Develop and make available for viewing a <b>PA/USATF membership benefits video</b> (in collaboration with the PA Communications Committee) aimed at prospective new members with a goal of progressively increasing PA memberships during the 2017-2020 Olympiad.
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**Measures of Success of Goal:** Increase of PAUSATF membership by 2% in 2017, 3% in 2018, 3% in 2019, and 4% in 2020 over each previous year’s membership during the 2017-2020 Olympiad.

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



<b>Goal #4:</b> <b>Priority: HIGH</b>	Increase awareness of PAUSATF with the aim of increasing membership and volunteerism.
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**Measures of Success of Goal:** Increase of PAUSATF membership by 2% in 2017, 3% in 2018, 3% in 2019, and 4% in 2020 over each previous year’s membership during the 2017-2020 Olympiad.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Create a compelling PA/USATF slogan aimed at potential new members that can be used on the PA website, in the new membership benefits brochure and video (described in Goals #2 and #3 above), and other places). 2. Everybody can “run, jump, walk, & throw”	Robyn Stevens in conjunction with all PA Committee Chairs/PA BOA	ASAP	<i>Key Assumption:</i> The slogan will briefly capture the facts that (1) T&F, LDR, and RW are participation sports for everybody, (2) that there is an event for everybody and every body type, (3) PA/USATF offers the availability of clubs and coaches for all ages
2. Leverage USATF’s national TV media campaigns to build PA/USATF’s member base, particularly new youth members	PA Marketing Committee	By (date to be determined) obtain permission from USATF national office to obtain their TV commercial(s) promoting USATF and share it via PA’s Instagram account, and at designated PA membership building events.  By (date to be determined) share this commercial via PA/USATF’s Instagram account.	

<p>3. Identify competitions (both new and established including Youth meets) where marketing campaigns and membership drives will be conducted.</p> <p><i>Note: In 2018 marketing and membership drives will be conducted at the following events:</i></p> <p>(1) NCAA D1 West Outdoor Track &amp; Field Qualifier (May 24-26, Sacramento State Univ.)</p> <p><i>Note: A \$2,000 grant has been awarded to PA/USATF by USATF for this effort</i></p> <p>(2) CIF Track and Field State Championships (June 1-2, Clovis)</p>	<p>Charlotte Sneed, Deborah Sample, Irene Herman, Cynici Calvin</p>	<p>Identify meets annually by January 1 (road racing and track &amp; field) and July 1 (cross country)</p>	<p><i>Measure of Success:</i></p> <p>PA marketing awareness and membership drive conducted at each event (see goal #2 for creation of marketing materials)</p> <p>Increased membership, give away-water bottles and backpacks-engrave with USATF Pacific</p>
<p>4. Annually, host “RunJumpThrow” learning workshops/events for children (in conjunction with the USATF national <a href="#">RunJumpThrow program</a>). When possible, arrange for elite athletes to appear at workshops to encourage kids.</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>5. Partner with targeted middle schools within the PA to conduct middle school assemblies where top PA athletes (“athlete heroes”) will appear and speak to students about the benefits of physical fitness, healthy nutrition, and about PA’s Youth T&amp;F programs. Conduct membership drives and perhaps a “learn by doing” activity session” in conjunction with each assembly. Also, solicit media in each local school area to cover and report on assemblies.</p>	<p>TBD (Charlotte Sneed and Cynici Calvin ??)</p> <p><i>Note: See Athlete Development &amp; Competition section in this plan for more on middle school assemblies</i></p>	<p>Locations/schools for middle school assemblies arranged by October 1 annually</p>	<p><i>Measure of Success:</i></p> <p>A minimum of one school assembly conducted in 2018, two school assemblies in a2019, and three assemblies in 2020</p>
<p>6. Conduct campaigns within local retirement communities for new PA volunteers/officials</p>	<p>TBD</p>	<p>TBD</p>	<p>TBD</p>

<p><b>Goal #5:</b> <b>Priority:</b> <b>MEDIUM</b></p>	<p>Increase PAUSATF Advertising and Promotions</p>	<p><i>Note (May, 2017):</i> This goal is carried over from the 2013-16 Strategic Plan. No progress was made on this goal. Re-address objectives/activities/measures of success when new Marketing Chair and a Marketing Contractor are on board.</p>
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**Measures of Success of Goal:** Bring in \$?? marketing revenue in 2018, \$?? in 2019, \$?? in 2020. (*Note: Specific goal dollar amounts to be determined.*)

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>1. Develop advertising policy</p>	<p>New Marketing Committee Chair and new Marketing contractor (when on board), Cynci Calvin</p>	<p>Draft policy reviewed and voted on by PA Board by Spring, 2018</p>	<p>Advertising policy implemented by Spring or Summer, 2018</p>
<p>2. Develop Website/electronic and hard-copy advertising collateral material for potential advertisers <i>FY2018 Budget Impact: \$500 expense for printing hard copy advertising collateral material</i></p>	<p>New Marketing Committee Chair, Robyn Stevens, Cynci Calvin</p>	<p>Create advertising collateral material by year end of 2018</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 year end of 2018 b. Mailings sent out monthly to potential advertisers based on PAUSATF leads and targeted company solicitations</p>	<p>Solicit 50 potential advertisers annually</p>

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
4. Create additional marketing materials: flyers, postcards, envelopes and letterhead, banners, printed bookmarkers—with PAUSATF website address and new PA slogan (described in goal #4 above) on all materials  <i>FY2018 Budget Impact: \$500 (??) for banners &amp; \$500 for printed materials (different from advertiser collateral material)</i>	New Marketing Committee Chair + Cynici, George Rehmet (paralympics)	<ul style="list-style-type: none"> <li>• Ten PAUSATF vertical banners plus print marketing materials prepared by May 2018 and ready for distribution</li> </ul>	

<b>Goal #6:</b>	Recruit sponsors for PAUSATF	<i><u>Priority HIGH once Marketing Contractor is on board</u></i>
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**Measures of Success of Goal:** Continuing revenue stream via sponsors. Specific revenue stream goals (\$\$ amounts annually) to be determined once Marketing Contractor is hired.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Create PAUSATF Marketing Committee with representation from all PA committees	New Marketing Chair (when on board)	Active committee developing policy after January, 2018 (after Marketing Chair is selected)	<i>Key Assumption:</i> All committees provided with opportunity to participate.
2. Develop sponsorship guidelines (include benefits to members)	Marketing committee and Marketing contractor (when on board)	Guidelines provided to board for approval by March, 2018	<i>Measure of Success:</i> Guidelines approved by board; reviewed annually

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
3. Develop target list of sponsors	New Marketing contractor (when on board), Marketing Chair, and Marketing Committee	Develop sponsor target list annually in January, or as soon as possible thereafter, each year	<i>Key Assumption:</i> The Marketing Committee will initially create categories of sponsors to solicit (e.g., non-alcoholic beverage, banking, telecomm, automotive, etc.)
4. Secure sponsorship contracts	New Marketing contractor, John Mansoor	Two new sponsors signed annually  New membership benefits added to website for each new sponsor	
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		<i>Key Assumption:</i> Each new sponsor will provide tangible benefits to PA members

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<b>Goal #: #7</b>	Develop PAUSATF strategic partnerships
<b>Priority MEDIUM</b>	

**Measures of Success of Goal:** Continuing revenue stream via strategic partnerships: Specific revenue stream goals (\$\$ amounts annually) to be determined once Marketing Contractor is hired.

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, 2018	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 Winter, 2018. Secure partnerships subsequently.	Guidelines provided to PA Board for review
3. Develop target list of partnerships and solicit prospective partners	Partnership sub-committee	TBD	TBD
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 <b>(Continued on next page)</b>	Cynci + Dave Shrock	50% of clubs linking by 2018 75% of clubs linking by 2019 100% of clubs linking by 2020	Clubs notified by President of Association and through annual renewal process



Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
<p>6. Create collaborative marketing efforts between PA/USATF and <i>CTRN</i> 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"> <li>• A targeted audience of 8,300 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</li> <li>• An outreach to (17,000) <i>CTRN</i> readers via the magazine</li> </ul>	<p>New Marketing Committee Chair and/or Marketing Contractor (when on board), Cynci Calvin, Larry Eder (<i>CTRN</i>)</p>	<ol style="list-style-type: none"> <li>1. Gather demographics of membership by <b>?? specify date</b> – Irene Herman</li> <li>2. Gather analytics of website by <b>?? specify date</b> – Cynci</li> <li>3. Create collaborative marketing plan with <i>CTRN</i> by <b>?? specify date</b> – Cynci (and new Marketing Chair and/or new Marketing Contractor)</li> </ol>	<p>Collaborative marketing efforts between PA/USATF and <i>CTRN</i> established and implemented</p>

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<b>Goal #: 8</b>	Support the PA/USATF Foundation mission	<i>Status Update (March., 2017): 11 PA athletes awarded elite training grants of \$1,000 each for 2017 National Track &amp; Field Championship training.</i>
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**Measures of Success of Goal:** A total of \$16,000 athlete grant funds distributed annually to qualified PAUSATF athletes and, coaches by 2019.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Establish additional avenues to increase awareness that PA/USATF has a Foundation.	PA Marketing Chair, PA Foundation	1. Foundation reviews fundraising options presented by Sacramento State Univ. Marketing group class and implements one or two in 2018. 2. Foundation considers enrolment in PayPal Giving Fund for wider exposure.	Annual funds raised and distributed to selected athletes and coaches increases to \$16,000 annually by 2019.
3. Encourage Foundation Board to add Board members who have fund-raising skills and are committed to raising money. 4. Promote Foundation at Fan Fare-with brochures June 22-25, 2017	PA Executive Committee, PA Board, PA Foundation Board		1. Foundation Board increased in size from 6 (current) members to 10 members by Jan. 1, 2018. 2. All new Board members have demonstrated fund-raising capabilities and success.

<b>Goal #: 9</b>	Increase PA/USATF event sanctions and sanction income
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**PAUSATF Strategic Plan**

**Version 2**

**Measures of Success of Goal:** An increase in PA/USATF event sanction income of ?? (please specify) percent by 2018 and ?? (please specify) percent each year thereafter through 2020.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Enhance and make more visible the information about USATF event sanctions on the PA/USATF website including links to information about sanction benefits on the USATF national website.	PA Marketing Chair and Communications Chair	Website enhancements completed by (date to be specified)	
2. Create a target list of events in the PA (T&F, roads, and cross country) that are not currently USATF sanctioned.	PA Marketing Chair and Marketing Committee (once established) with assistance from PA Sports Committee Chairs	Initial target list prepared by (date to be specified)	<u>Key Assumption:</u> There are a significant number of events within PA boundaries that obtain event insurance on their own or through other organizations.
3. Identify and contact key decision makers within the event organizations on the target list and provide them with the benefits of USATF sanctioning/liability insurance coverage, Assist them with the process of obtaining a USATF event sanction, as necessary,	An individual appointed by the PA Marketing Chair/Committee	Contact process begun by (date to be specified)	<u>Measure of Success</u> Increases in annual PA/USATF sanction income as noted above.

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Planning Area:	<b>Resources and Education/Training</b>
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<b>Goal #: 1</b>	Increase officials’ participation in continuing education and pursuit of advanced skills levels	<p><u>Status (May, 2017):</u> Currently 30%?? of PA officials are certified at the National or Master Level</p> <p>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:** A 25% increase in PA/USATF officials holding advanced skill levels (National level or above) by end of 2020.

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Annually develop a long range training plan for certified PA/USATF Track & Field, Long Distance Running, and Race Walking officials seeking continuing education and advanced skill levels	Officials Continuing Education Subcommittee composed of Bill Bartel (T&F), Mark Winitz (LDR), and Jonathan Price (Race Walking)	Annually, beginning in 2017, the continuing education training plan/schedule will be developed and posted on the PA/USATF website by December 1 for the <i>following</i> calendar year.	<i>Measure of Success:</i> At least one officials continuing education clinic will be conducted annually for each discipline (T&F, LDR, and Race Walking).
2. Request Officials Executive Committee to encourage officials to attend at least one officials clinic every year	Jim Hume		See above

<b>Goal #: 2</b>	Create discipline-specific <i>Officials Recommendation Boards</i> who will evaluate the on-field officiating skills, current officiating resumes, and letters of recommendation for PA/USATF National level officials who desire to be upgraded to Master Level. The recommendations of these Recommendation Boards will be final.
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**Measures of Success of Goal:** Recommendation Boards for T&F, LDR, and Race Walking in place and operating by September 1, 2017

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Create separate Recommendation Boards for (1) T&F, (2) LDR, and (3) Race Walking each composed of three officials who are certified at the Master level in their respective discipline and who have experience officiating in national level competition.	<p>The following PA Officials Officials Committee members:</p> <ul style="list-style-type: none"> <li>• T&amp;F: Jim Hume and Bill Bartel</li> <li>• LDR: Mark Winitz</li> <li>• RW: Jonathan Price</li> </ul>	Recommendation Boards for T&F, LDR, and RW selected and in place by August 1, 2017	<p><i>Key Assumption:</i> Recommendation Boards consisting of experienced, discipline specific officials at the Master Level who have experience in national level competition will be in a better position to make recommendations.</p>

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

<p><b>Goal #: 3</b></p>	<p>Conduct 90-minute “learn by doing” workshops 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.</p> <p><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>Note:</i> Since 2013, multiple practicums and workshops have been held at Univ. of California-Berkeley, Univ. of California-Davis, Hartnell JC, and Los Gatos High School.</p>
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**Measures of Success of Goal:** A minimum of two 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 December, 2017</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>1. Locations and dates identified annually by November and held during January and February of following year 2. Offered annually</p>	
<p>3. Conduct workshops</p>	<p>Officials Training Group</p>		
<p>4. 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>

<b>Goal #: 4</b>	Provide more incentives and lessen barriers to becoming a certified official.
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**Measures of Success of Goal:** A ?? (please specify) percent increase in the number of certified PA/USATF officials each calendar year 2018 through 2020

Strategic Objectives/Activities	Responsible Parties	Benchmarks	Key Assumptions & Measures of Success
1. Reduce the cost of becoming a certified USATF official by absorbing the \$30 fee for attending an officials’ certification clinic  <i>Budget Impact: Potentially \$1,500 annually for certifying approximately 50 new officials</i>	PA/USATF Officials Certification Committee and PA/USATF Board of Athletics or Executive Board	Budget item request for FY2018 is submitted by August 1, 2017	<i>Measure of Success:</i> Budget item request is submitted and approved

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<b>Goal #5:</b>	Develop and provide incentives for PA officials to actually work USATF sanctioned events in the PA. Increase the size of officials crews at targeted PA events.	<i>Status Report (May, 2017):</i> In November 2016, the PA/USATF Long Distance Running Committee passed a provision that (starting in 2018) will provide officials with complimentary entries to compete in PA Road or XC Grand Prix series events as a reward for officiating at the previous year’s series events.
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**Measures of Success of Goal:** PA official’s crews annually increase in size at pre-designated events (used as markers) from 2018 through 2020).

<b>Strategic Objectives/Activities</b>	<b>Responsible Parties</b>	<b>Benchmarks</b>	<b>Key Assumptions &amp; Measures of Success</b>
1. PA Sport Committees (Open Men’s and Women’s T&F, Masters T&F, LDR, and RW) explore, identify, and announce incentive opportunities for PA officials to work events in the PA	Men’s and Women’s T&F, LDR, and Race Walking Committees, PA Officials Committee Chair	1. PA T&F, LDR, and RW Committees discuss possible incentive opportunities/programs for officials by October 1, 2017 2. PA T&F, LDR, and RW Committees identify incentive opportunities/programs by April 1, 2018 and annually thereafter through 2020 3. Incentive opportunities/programs are announced by May 1, 2018 and annually thereafter through 2020	(To be developed)
2. The size of officials crews at pre-selected PA events (T&F, LDR, and RW) are tracked annually, 2018 through 2020	PA Officials Committee Chair	Tracked annually	(To be developed)

— END —