

**Pacific Association/USATF Strategic Plan  
2005-2008**

**Environmental Analysis  
(Strengths, Weaknesses, Opportunities, Threats)**

## **Administration**

### **Strengths**

- Association organization, office, financial programs
- PA/USATF big influence on national programs
- Host of big events
- Strong, centralized national office
- Strong Grand Prix programs (LDR and track)

### **Weaknesses**

- Committees too autonomous
- Waiver of liability for clubs - practices

### **Opportunities**

- “How to” for new clubs
  - Bank account
- Assist clubs with fundraising
- Generating revenue via fundraising and affinity programs
- Cooperative programs between committees
- More sanctions
- General financial plan
- Identify potential funding sources

### **Threats**

- AAU - not strong in this area
- RRCA - not strong in this area
- Event sanctioning by other bodies

## **Communications**

### **Strengths**

- *Turns and Distances* Officials Newsletter
- PA/USATF Web site
- Communications Committee

### **Weaknesses**

- Committees too autonomous
- Little committee contributions to CTRN
  - News, stories, profiles

### **Opportunities**

- “How to” for new clubs
  - Bank account
- Cooperative programs between committees
- Share knowledge with other associations
- Web site updates for committees
- Use of Internet to distribute information

**Threats**

(none specified)

**Athlete Development**

**Strengths**

- Good training

**Weaknesses**

- Not taking advantage (of ??) with members
  - Communication

**Opportunities**

- Opportunities for emerging elite athletes to jump to next level
- Generate assistance for sub-elite and emerging elite athletes

**Threats**

(none specified)

**Marketing**

**Strengths**

(none specified)

**Weaknesses**

- No Marketing Committee

**Opportunities**

- Membership drive for youth members
- Public relations efforts
  - Events (announcements, results)
  - Membership
  - Feed to stores, local papers

**Threats**

(none specified)

**Competition**

**Strengths**

- Host many large events
- Strong Grand Prix programs

**Weaknesses**

- Meets cancelled
  - 60-day window
  - We don't own our facilities
  - Limited by schools
- Need clubs to put on meets
- Need more masters and youth competitions

**Opportunities**

- Future large events
  - Do we want to host?
  - Who will organize them?

**Threats**

(none specified)

**Resources**

**Strengths**

- Host many large events
- Volunteers very good
- Background checks (youth coaches)
- Organization size

**Weaknesses**

- Need clubs to put on meets
- Need local help for venues
- Need more coaches

**Opportunities**

- Share knowledge with other associations
- Available USATF events for bid

**Threats**

(none specified)

**Pacific Association/USATF Strategic Plan  
2005-2008**

**Strategic Goals and Activities  
(Strategic Programs)**

## **Administration**

### **Goal 1**

Create general financial plan.

#### **Measures of Success**

Finished by May 2006.

#### **Strategic Projects/Activities**

Sept., 2005 request volunteers.

*Responsibility:* Tyler, Executive Board, Sports Committee Members

*Key Issues/Assumptions:* Philosophy most important; duration of plan another issue

### **Goal 2**

Develop new club handbook.

#### **Measures of Success**

Draft finished by November 2006.

#### **Strategic Projects/Activities**

1. Include info (not complete list):
  - Bank accounts
  - Non-profit status
  - Fundraising
  - Waiver of liability (advise to have one only)

*Responsibility:* Jerry Colman

*Key Issues/Assumptions:*

### **Goal: 3**

Improve communication and cooperation between committees.

#### **Measures of Success**

Reduced duplication of efforts, event conflicts

#### **Strategic Projects/Activities:**

1. Put integrated master calendar on website.
2. Share coach info, other expertise.

*Responsibility:* **Not determined**

*Key Issues/Assumptions:*

**Goal 4**

Improve fundraising.

**Measures of Success:**

Raise additional \$5,000 by 2006

**Strategic Projects/Activities**

1. Website: Shop for Zero
2. Increase sanctions
3. Solicitation letter to members (including Web site info)

*Responsibility:* Tyler Abbott/Irene Herman

*Key Issues/Assumptions:*

**Goal 5**

Increase the leadership role of the Pacific Association within in USATF.

**Measures of Success**

Visibility of our programs and methods when implemented by others.

**Strategic Projects/Activities**

1. Share PA/USATF knowledge with USATF national committees and administrators and other associations.

*Responsibility:* Convention reps

*Key Issues/Assumptions:*

**Goal 6**

Address external threats (AAU, etc.).

**Measures of Success**

Sustaining our programs at current levels.

**Strategic Projects/Activities**

*Responsibility:* John

*Key Issues/Assumptions:* Seems to be youth-only item. Suggestion is to let youth discuss, request broader assistance if they feel it's advisable.

## Communications

### **Goal 1**

Increase Youth memberships..

#### **Measures of Success**

1. Increased Youth membership (especially high school youths) by 15%.
2. Increased hits on the PA/USATF web site by 10%.

#### **Strategic Projects/Activities**

1. Place a PA/USATF logo-link on the DyestatCal web site. **Complete**
  - a. Contact Doug Speck to obtain parameters.
  - b. Create an info page (link takes viewer to the info page which explains PA/USATF; then viewer moves on to www.pausatf.org).
  - c. Have page approved by Communications Committee and finalize it.
  - d. Create catchy phrase to go with logo.
  - e.. Send logo, phrase, and page to Doug Speck.
2. Keep seasonal information current (track & field - spring/summer; XC - fall).

*Responsibility:* Dave Shrock

*Key Issues/Assumptions:*

1. DyestatCal is the premier web site for HS coaches, athletes, parents for results, meet information, job opportunities, photos.
2. \$500 fee must be approved.

### **Goal 2**

Increase number of PA/USATF clubs.

#### **Measures of Success**

1. Increased number of clubs by 10%.

#### **Strategic Projects/Activities**

1. Place “How to Form a New Club” information at www.pausatf.org. **Complete**
2. Have PA/USATF President Jerry Colman review the prototype document that has already been prepared by Mara Kent. **Complete**
3. Have web masters post the information. **Complete**

*Responsibility:* Maura Kent, Jerry Colman, Cynci Calvin, web masters

*Key Issues/Assumptions:*

1. Web site updates are in progress that will affect where the information will be posted.
2. Might have several versions for different sports committees - pending Jerry's review.



**Goal 3**

Better communication and cooperation between committees; better coordination of committee activities.

**Measures of Success**

1. Fewer schedule conflicts.
2. More exchange of Committees expertise.
3. Improved web site content.
4. Officials at all events.

**Strategic Projects/Activities**

1. Schedule a retreat for the Committee Chairs.
2. Schedule a regular phone conference or email meeting for Committee Chairs.

*Responsibility:* Cynci Calvin, Dave Shrock, Jerry Colman

*Key Issues/Assumptions:*

1. Difficulty in getting Committee Chairs to take the time to get together
2. Need funds to finance a retreat.
3. Committees need to agree on tasks to share.

**Goal 4**

Better use of email for all forms of PA/USATF communications.

**Measures of Success**

1. Committees communicate better.
2. Appearance of discussion groups.

**Strategic Projects/Activities**

1. Have Communications Committee reps contact Irene Herman for e-mail lists of their Committee's constituents.
2. Protect member privacy: Use these lists in blind copy mode only; never distribute the list to anyone, and use the list for that PA committee's business only.

*Responsibility:* Cynci Calvin, Irene Herman, Com Com reps

*Key Issues/Assumptions:*

1. Irene's membership list email categories are not always specific for a given Committee's purposes (e.g., coaches list includes all coaches, not just youth coaches).
2. Committees should also consider setting up discussion groups.

**Goal 5**

Better PA/USATF web site updates and CTRN contributions.

**Measures of Success**

1. CTRN has better content (interesting stories, profiles, tips, humor).
2. Web site has more hits due to presence of timely information.
3. Web site pages show more updates.

**Strategic Projects/Activities**

Get the Communications Committee reps more proactive by reminding them of their responsibilities and furnishing them with the guidelines for web site and CTRN submissions.

*Responsibility:* Cynci Calvin

*Key Issues/Assumptions:*

1. That the Com Com reps will respond
2. Also consider having a page with links to current T&F/running/race walking news locations such as Running USA, RRCA, USATF News, etc.
3. Actions will result in more current and more interesting information in CTRN and at pausatf.org.

**Goal 6**

Share PA/USATF knowledge with other USATF Associations.

**Measures of Success**

1. Improved programs in other associations.
2. Thank you notes coming from the associations who appreciated our assistance.

**Strategic Projects/Activities**

1. At the 2005 USATF Associations Meeting in August, have Jerry and Irene be willing to contribute PA/USATF expertise and have them let other Associations know they can contact the PA/USATF for information.

*Responsibility:* Irene Herman, Jerry Colman

*Key Issues/Assumptions:*

1. Some associations may not be receptive
2. At least we need to be informative when asked for advice.

## **Athlete Development**

### **Goal**

Establish an environment so more PA/USATF emerging elite athletes qualify for national championships and national teams.

### **Measures of Success**

1. 20 percent increase in the number of PA/USATF athletes who qualify for USA Outdoor Track & Field Championships, USA Indoor Track & Field Championships, U.S. Olympic Track & Field Trials, and U.S. Olympic Marathon Trials by 2008.
2. 10 percent increase in the number of PA/USATF athletes who are selected for U.S. national teams (track, roads, cross country, mountain/trail/ultra) by 2008.

### **Strategic Projects/Activities**

1. Create a job description for a PA/USATF Athlete Development Coordinator and appoint a qualified person to this position.

*Responsibility:* PA/USATF President, Executive Director, volunteer

*Key Issues/Assumptions:* This is a volunteer position.

2. Expose more PA/USATF emerging elite athletes and coaches to coaches who have guided national and world class athletes.
  - Conduct clinics for selected PA/USATF emerging elite athletes and their coaches to be mentored by distinguished coaches in the various sport disciplines (2006- 1 clinic, 2007- 2 clinics, 2008- 3 clinics).

*Responsibility:* Athlete Development Coordinator with Coaches Committee Chairs (Dave Shrock, Al Hernandez), Coaching Education

*Key Issues/Assumptions* Cost of educational facilities, travel and lodging for participants.

3. Create a competitive PA/USATF events schedule that contains additional timely opportunities for emerging elite athletes to achieve national and international qualifying standards.

*Responsibility:* Athlete Development Coordinator with Sport Committee Chairs and event organizers

*Key Issues/Assumptions:*

4. Generate more travel funding for PA/USATF emerging elite athletes. Create a stipend program to help support PA/USATF's most promising emerging elite athletes stay in the sport.

*Responsibility:* Athlete Development Coordinator with Marketing Committee

*Key Issues/Assumptions:*

## **Marketing**

### **Goal 1**

Develop an operating Marketing Committee.

#### **Measures of Success**

1. Fully functioning Marketing Committee in place by September, 2006.
2. Marketing Committee meets quarterly on an annual basis.
3. Marketing Committee

#### **Strategic Projects and Activities**

1. Recruit and appoint a Marketing Committee Chair by July, 2006.

*Responsibility:* President, Board of Directors

*Key Issues/Assumptions:*

2. Fully functioning Marketing Committee by September, 2006.

*Responsibility:* Marketing Committee Chair

*Key Issues/Assumptions:*

### **Goal 2**

Increase Youth membership by X% in 2006. (Need current membership numbers from Irene so we can make an educated stab.)

#### **Measures of Success**

1. Three newspaper article submissions for each major area where PA/USATF youth club teams exist
2. One submission in each high school cross country and track & field invitational program, league finals, sections and masters meets programs in areas where youth club teams exist
3. One booth at California State Fair or local county fair
4. One listing in each local cable station in towns where youth club teams exist
5. Joint promotion of PA/USATF in Parks and Recreation departments in towns where youth club teams exist
6. Link on appropriate CIF Track and Field web sites to PA/USATF

#### **Strategic Projects/Activities**

1. Results of all youth meets sent to local newspaper same day.

*Responsibility:*

*Key Issues/Assumptions:*

2. PA/USATF Championships, Top 8, Region 14, and JO Nationals results sent to newspapers the same day of competition, broken down so that only results pertinent to a particular newspaper are submitted (no easy task!).

*Responsibility:*

*Key Issues/Assumptions:*

3. Results communicated for PA/USATF athletes who compete at the elite / world class level.

*Responsibility:*

*Key Issues/Assumptions:*

4. Create an artistic recruitment ad that can be placed in all high school programs; target meet directors via [www.dyestatcal.com](http://www.dyestatcal.com) <<http://www.dyestatcal.com/>>.

*Responsibility:*

*Key Issues/Assumptions:*

5. Find volunteers to host booths donated to PA/USATF. Consider using the standing broad jump as a promotion to lure individuals.

*Responsibility:*

*Key Issues/Assumptions:*

6. Contact all the Parks and Recreation Departments in the towns where PA/USATF youth clubs train and educate them about the benefits of our association.

*Responsibility:*

*Key Issues/Assumptions:*

7. 30-second sound bite that can be sent to local cable stations.

*Responsibility:*

*Key Issues/Assumptions:*

8. Enlist the various CIF web sections supporting our geographical area to add a link from their home page to PA/USATF resources.

*Responsibility:*

*Key Issues/Assumptions:*

9. Enlist each club to identify their local cable, community newspaper, CIF section URL and Parks and Recreation contact information.

*Responsibility:*

*Key Issues/Assumptions:*

10. On behalf of the clubs the Membership Committee distributes information to all known contact information.

*Responsibility:*

*Key Issues/Assumptions:*

## Competition

### Goal 1

Address issues of canceled meets, lack of meets, lack of Meet Directors, high costs (mostly related to Youth and Masters Track & Field).

#### Measures of Success

1. Reduce the number of cancelled meets from \_\_\_\_\_ to 0 in 2006. (Need numbers from John.)
2. Add (how many?) (youth, master) meets by (2006, 2007, 2008??).
3. Train and develop (how many?) new Meet Directors by 2008/or each year.
4. Increase financial assistance for Youth and Masters meets by \$ \_\_\_\_\_ each year.

#### Strategic Programs/Activities

1. Find inexpensive facilities.

*Responsibility:*

*Key Issues/Assumptions:*

2. Subsidize meets to pay for facilities or awards.

*Responsibility:*

*Key Issues/Assumptions:*

3. Find sponsors for meets.

*Responsibility:*

*Key Issues/Assumptions:*

4. Educate and train new (younger) meet directors.

*Responsibility:*

*Key Issues/Assumptions:*

5. Create “professional” meet directors to put on meets and to help with National meets below.

*Responsibility:*

*Key Issues/Assumptions:*

### Goal 2

Host more national and world championships/events.



*Possible Schedule:*

2006 NCAA Champs  
2006 Cross Country Champs  
2007 NCAA Champs  
2007 Junior Olympic T&F  
2007 Cross Country Champs  
2008 Indoor Champs  
2008 NCAA Champs  
2008 Olympic Track Trials  
2008 Convention-Reno  
2009 Indoor Champs and/or Masters Indoor Champs  
2009 NCAA Champs  
2009 World Masters Champs  
2010 Indoor Champs  
2010 NCAA Champs  
2010 Junior Olympic T&F  
2010 World Cup  
2011 Indoor Champs  
2011 NCAA Champs  
2011 USA/USSR/China  
2011 Convention-Sacramento  
2011 Cross Country Champs  
2012 Indoor Champs  
2012 NCAA Champs  
2012 Olympic Track Trials

**Measures of Success**

(John, please complete.)

**Strategic Programs/Activities**

(John, please complete.)

## Resources

### **Goal 1**

More people involved in association governance (board and committee levels)

#### **Measures of Success**

5 new members attend Board of Athletics meetings regularly in 2007.

Appoint at least one new member not previously involved to each board committee in 2007.

#### **Strategic Programs/Activities**

1. Governance recruitment - solicit people interesting serving on committees  
*Responsibility:* Committee chairs, board members  
*Key Issues/Assumptions:* There is an untapped pool of volunteers.

### **Goal 2**

More association officials

#### **Measures of Success**

Have at least one certified official working at each venue at each track meet by (specify date).

10 % increase in number of certified officials by (specify date).

#### **Strategic Programs/Activities**

1. Require clubs to have one certified official for each 25 athletes.  
*Responsibility:* Officials Committee and clubs

### **Goal 3**

More certified coaches at all competition levels

#### **Measures of Success**

A minimum of one coach per club and then one per 20 (club?) members by (specify date)

At least one Level One coaches clinic each for youth coaches and other coaches each year by (specify date)

#### **Strategic Programs/Activities**

1. Coaches mentoring program
2. Increase Level One coaches clinics  
*Responsibility:* Coaches Committee and clubs  
*Key Issues/Assumptions:* We can find enough people to hold the clinics and mentor coaches.

**Goal 4**

New human resources with specific areas of expertise from association membership

**Measures of Success**

A list of interested members (with areas of expertise) to enhance programs by (specify date)

**Strategic Programs/Activities**

1. Send out membership questionnaire to determine who is interested and what skills are available.

2. Set up coordinating group/ focal point for allocating resources.

3. Make resource list available to committees.

*Responsibility:* Resource Committee

*Key Issues/Assumptions:* Developing interest in volunteering. Having enough resources to take on expanded goals in this plan.