

# **STRATEGIC PLAN**

2021-2023

# DOMAINS

1. Events
2. Programming
3. Community Relations
4. Membership
5. Development
6. Organizational Operations



## EVENTS STRATEGIES

**1**

Ensure highest quality experiences for all walkers and runners participating in our events

**2**

Continue to evolve, enhance and expand our portfolio of events

**3**

Integrate the latest technology across event platforms

**4**

Become a leader among running and walking organizations by incorporating sustainability initiatives into all events



## **1** **ENSURE HIGHEST QUALITY EXPERIENCES FOR ALL WALKERS AND RUNNERS PARTICIPATING IN OUR EVENTS**

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### **1a**

Obtain and leverage feedback from all constituent groups to ensure executional improvement

### **1b**

Identify and evaluate additional objective metrics through an event scorecard

### **1c**

Lead conversations with prominent, national race directors and staff around best practices and innovations

## **2** **CONTINUE TO EVOLVE, ENHANCE AND EXPAND OUR PORTFOLIO OF EVENTS**

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### **2a**

Adapt events to the dynamic racing environment(s) caused by market disruptions

### **2b**

Maximize social media engagement and technology to foster community for virtual and non-traditional events

### **2c**

Modify portfolio of events by adding new formats or distances based on community demand

## **3** **INTEGRATE THE LATEST TECHNOLOGY ACROSS EVENT PLATFORMS**

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### **3a**

Maximize the capabilities of the CRM system

### **3b**

Secure a major technology partner to enhance tech offerings

### **3c**

Invest in expo enhancements to drive engagement, attendance and participation

## 4

### **BECOME A LEADER AMONG RUNNING AND WALKING ORGANIZATIONS BY INCORPORATING SUSTAINABILITY INITIATIVES INTO ALL EVENTS**

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#### **4a**

Develop meaningful sustainability metrics and provide periodic reporting and success stories to members and participants

#### **4b**

Work toward becoming a zero waste organization through partnerships with like-minded organizations and corporations



## PROGRAMMING STRATEGIES

**1**

Increase the investment in, accessibility to and impact of youth programming throughout metro Atlanta

**2**

Ensure effective programming for participants throughout the runner lifecycle

**3**

Improve the efficacy and accessibility of In-Training programs

**4**

Maximize the ability of Elite teams to excel and to inspire members and participants



## **1** **INCREASE THE INVESTMENT IN, ACCESSIBILITY TO AND IMPACT OF YOUTH PROGRAMMING THROUGHOUT METRO ATLANTA**

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### **1a**

Identify and implement new marketing strategies for youth programming

### **1b**

Deepen current and expand new strategic partnerships to increase impact in underrepresented communities

### **1c**

Ensure staffing and participants reflect Atlanta's diversity through strategic hiring and program expansion

### **1d**

Develop and share superior training, curricula, orientations, and resources for coaches, parents, and volunteers in youth programming

## **2** ENSURE EFFECTIVE PROGRAMMING FOR PARTICIPANTS THROUGHOUT THE RUNNER LIFECYCLE

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### **2a**

Focus new programming and retention efforts on walkers and on those going through life stage transitions

### **2b**

Consistently celebrate program success stories

### **2c**

Establish effective data collection and share performance outcomes

### **2d**

Leverage youth programs and events to improve family health and fitness

## **3** **IMPROVE THE EFFICACY AND ACCESSIBILITY OF IN-TRAINING PROGRAMS**

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### **3a**

Expand Virtual In-Training programs and the geographic reach of informal programming

### **3b**

Increase staffing and certification levels of volunteers to provide additional personal coaching and support

## **4** **MAXIMIZE THE ABILITY OF ELITE TEAMS TO EXCEL AND TO INSPIRE MEMBERS AND PARTICIPANTS**

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### **4a**

Increase connectivity between elite teams, members and participants

### **4b**

Invest in training facilities and team resources to ensure consistent high performance

### **4c**

Recruit national-caliber athletes and develop world-class competitors

### **4d**

Grow Atlanta's reputation as Running City USA and as a destination for elite athletes





## COMMUNITY RELATIONS STRATEGIES

**1**

Ensure that our business partners as well as runners, walkers and volunteers reflect Atlanta's diversity

**2**

Be a leader and advocate for diversity, equity, and inclusion in the running and walking community

**3**

Strengthen relationships with community leaders, corporations and non-profit organizations to improve the health of Atlanta through running and walking

**4**

Define the Track Club's geographic footprint and associated offerings

## **1** **ENSURE THAT OUR BUSINESS PARTNERS AS WELL AS RUNNERS, WALKERS AND VOLUNTEERS REFLECT ATLANTA'S DIVERSITY**

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### **1a**

Audit external diversity and inclusion efforts and address areas for improvement

### **1b**

Establish metrics and process for Diversity and Inclusion Committee's assessment of vendors, suppliers and partners

### **1c**

Increase the number of partnerships with minority-owned and local businesses

## **2** **BE A LEADER AND ADVOCATE FOR DIVERSITY, EQUITY, AND INCLUSION IN THE RUNNING AND WALKING COMMUNITY**

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### **2a**

Host annual event(s) where race is discussed among high school and middle school track & field and cross country teams

### **2b**

Utilize marketing platforms to amplify the Track Club's commitment to diversity and inclusion

### **2c**

Proactively host events in underrepresented communities

## **3** **STRENGTHEN RELATIONSHIPS WITH COMMUNITY LEADERS, CORPORATIONS AND NON-PROFIT ORGANIZATIONS TO IMPROVE THE HEALTH OF ATLANTA THROUGH RUNNING AND WALKING**

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### **3a**

Advocate for running and walking initiatives throughout Atlanta

### **3b**

Increase awareness of the Track Club's commitment to health and wellness beyond our events

### **3c**

Strengthen relationships with other running groups to jointly promote health and wellness

### **3d**

Partner with like-minded organizations to increase awareness of running and walking's benefits



## **4** **DEFINE THE TRACK CLUB'S GEOGRAPHIC FOOTPRINT AND ASSOCIATED OFFERINGS**

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### **4a**

Deliver programming based on membership density and the Club's commitment to serving underrepresented communities

### **4b**

Define the role of Atlanta Track Club Ambassadors and Run Leads and leverage their reach into the community

### **4c**

Pilot and measure impact of a focused, neighborhood program to improve health and fitness through running and walking



## MEMBERSHIP STRATEGIES

**1**

Improve member experience and engagement by proactively building and growing a community of runners and walkers

**2**

Ensure that our membership reflects Atlanta's diversity

**3**

Attract and retain beginner runners and walkers

**4**

Build the foundation for the next generation of members by attracting and retaining younger members

**5**

Ensure the Track Club becomes the trusted resource for Atlanta's runners and walkers

## **1** IMPROVE MEMBER EXPERIENCE AND ENGAGEMENT BY PROACTIVELY BUILDING AND GROWING A COMMUNITY OF RUNNERS AND WALKERS

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### **1a**

Assess and add membership options

### **1b**

Clearly communicate membership value proposition

### **1c**

Identify and implement methods to convert non-member participants to members

### **1d**

Develop new, informal member events to build community

### **1e**

Create a comprehensive onboarding process for new members

## **2** **ENSURE THAT OUR MEMBERSHIP REFLECTS ATLANTA'S DIVERSITY**

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### **2a**

Actively recruit new members from and expand resources dedicated to underrepresented communities

### **2b**

Collect member demographic information to determine recruitment strategies



## **3** ATTRACT AND RETAIN BEGINNER RUNNERS AND WALKERS

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### **3a**

Leverage Grand Prix to increase participation

### **3b**

Relaunch website to include new resources

### **3c**

Develop free, virtual and in-person beginner 5K programs

### **3d**

Convert casual runners and walkers to members

## 4

### **BUILD THE FOUNDATION FOR THE NEXT GENERATION OF MEMBERS BY ATTRACTING AND RETAINING YOUNGER MEMBERS**

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#### **4a**

Establish Young Member  
Advisory Council

#### **4b**

Build local college and university  
affiliation program

#### **4c**

Utilize “influencers” to drive  
membership

#### **4d**

Define each target audience of  
“younger runners and walkers”  
and establish strategies for  
attracting and engaging each  
age group

## **5** **ENSURE THE TRACK CLUB BECOMES THE TRUSTED RESOURCE FOR ATLANTA'S RUNNERS AND WALKERS**

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### **5a**

Relaunch website to include resources for runners and walkers of all abilities

### **5b**

Assess third party technology to connect with members on personal health (non-PHI) level

### **5c**

Establish Atlanta Track Club as a thought leader and global voice in running and walking



## DEVELOPMENT STRATEGIES

**1**

Build Development communications plan to emphasize the Track Club's contributions to metro Atlanta's health and wellness

**2**

Integrate Development elements into all Track Club operations to ensure healthy long-term funding growth, awareness of initiatives and improve donation processes

**3**

Fundraise for and begin construction on a best-in-class facility which connects, informs and empowers Running City USA

**4**

Attract and develop new sponsors and partners while strengthening current relationships



## **1** **BUILD DEVELOPMENT COMMUNICATIONS PLAN TO EMPHASIZE THE TRACK CLUB'S CONTRIBUTIONS TO METRO ATLANTA'S HEALTH AND WELLNESS**

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### **1a**

Communicate the Track Club's non-profit status as a mission-oriented organization worthy of charitable donations

### **1b**

Relaunch website to include more focus on community impact, charitable giving and 501(c)3 status

### **1c**

Distribute transparent communication which demonstrates the Track Club's impact in the community, specifies how donations would be used to create a healthier Atlanta and details why race and membership fees alone cannot support such initiatives

## 2

### **INTEGRATE DEVELOPMENT ELEMENTS INTO ALL TRACK CLUB OPERATIONS TO ENSURE HEALTHY LONG-TERM FUNDING GROWTH, AWARENESS OF INITIATIVES AND IMPROVE DONATION PROCESSES**

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#### **2a**

Formulate a variety of development strategies to include initiatives such as annual campaigns, payroll deductions, matching gifts, Amazon Smile, and planned giving

#### **2b**

Measure sponsor, vendor, volunteer, participant and member giving capacity

## **3** **FUNDRAISE FOR AND BEGIN CONSTRUCTION ON A BEST-IN- CLASS FACILITY WHICH CONNECTS, INFORMS AND EMPOWERS RUNNING CITY USA**

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### **3a**

Initiate Atlanta Track Club's first capital campaign

### **3b**

Communicate the vision for the facility as both a community anchor and center for all things aerobic fitness

### **3c**

Establish donation levels and accompanying benefits

### **3d**

Explore options to partner with local interests

## 4

### ATTRACT AND DEVELOP NEW SPONSORS AND PARTNERS WHILE STRENGTHENING CURRENT RELATIONSHIPS

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#### 4a

Conduct a gap assessment for potential partnerships

#### 4b

Secure non-traditional sponsors to realize strategic goals



## ORGANIZATIONAL STRATEGIES

**1**

Improve the Track Club's internal communications to ensure operational alignment

**2**

Create an inclusive environment that reflects Atlanta's diversity

**3**

Leverage technology to implement data-driven decisions in a secure manner

**4**

Prioritize recruitment and retention of employees

**5**

Diversify revenue sources to ensure long term organizational stability

**6**

Improve the volunteer experience while simultaneously attracting and retaining quality volunteers



## **1** **IMPROVE THE TRACK CLUB'S INTERNAL COMMUNICATIONS TO ENSURE OPERATIONAL ALIGNMENT.**

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### **1a**

Establish quarterly meetings for all Staff as well as updates to Board on Strategic Plan progress

### **1b**

Provide staff education to ensure all understand organizational structure, respective roles and the responsibilities of each department

### **1c**

Conduct at least one annual joint Board/Staff meeting to review and assess strategic plan progress

## **2** **CREATE AN INCLUSIVE ENVIRONMENT THAT REFLECTS ATLANTA'S DIVERSITY**

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### **2a**

Audit internal diversity and inclusion efforts and address areas of improvement

### **2b**

Ensure Staff and Board reflect Atlanta's diversity and understand its importance

### **2c**

Appoint senior leader to oversee diversity, inclusion and equity

### **2d**

Integrate regularly scheduled diversity and inclusion programs to shape organizational culture

## **3** **LEVERAGE TECHNOLOGY TO IMPLEMENT DATA-DRIVEN DECISIONS IN A SECURE MANNER**

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### **3a**

Invest in proper training to enable staff and participants to harness full capabilities of CRM, data and associated systems

### **3b**

Appoint or hire a Chief Technology Officer

## **4** **PRIORITIZE RECRUITMENT AND RETENTION OF EMPLOYEES**

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### **4a**

Audit hiring practices and address areas for improvement

### **4b**

Create transparent path(s) for advancement and promotion

### **4c**

Invest in professional growth or development to encourage employee retention

## **5** **DIVERSIFY REVENUE SOURCES TO ENSURE LONG TERM ORGANIZATIONAL STABILITY**

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### **5a**

Create cross functional task force to identify opportunities to diversify revenue

### **5b**

Monetize non-event revenue sources based on established goals

### **5c**

Maximize merchandise, programming and other revenue through development of Atlanta Track Club Headquarters as a destination

### **5d**

Continue performing proactive financial planning to ensure stability



## **6** **IMPROVE THE VOLUNTEER EXPERIENCE WHILE SIMULTANEOUSLY ATTRACTING AND RETAINING QUALITY VOLUNTEERS**

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### **6a**

Create stronger personal connections within the volunteer community

### **6b**

Develop corporate sponsor program around volunteerism

### **6c**

Evaluate volunteers on established metrics

### **6d**

Enhance volunteer recognition and incentive programs

### **6e**

Increase the number of members who become volunteers

### **6f**

Increase the number of volunteers who become members

### **6g**

Invest in volunteer leadership development and training