

## **CTC Vision 2016, 2056**

The Chattanooga Track Club, formally established in 1970, has served the Chattanooga Running Community and the overall Chattanooga Community for over a quarter of a century almost exclusively through the efforts of committed volunteers who have given countless hours of their time and energy in organizing, promoting, and managing running events of all types for all ages and types of runners and walkers and for the benefit of any number of charitable organizations and public institutions deemed important to our community.

It is the desire of a broad section of the current leadership of the Chattanooga Track Club that necessary elements are put into place to support and insure fulfillment of the club's mission and vision over the next quarter century and beyond.

A quarter century of past experience has taught our club a number of valuable lessons:

- Quality races require focused management and an attention to detail
- The steepest learning curve on any event is the first year
- The more often you do something, the better you get at it
- All the components required to put on a quality event can be defined
- It takes a wide variety of personnel and skills to put on an event
- It takes mutual cooperation among multiple organizations to put on most events
- Such mutual cooperation tends to improve and solidify each year as the organizations learn what they can expect from each other
- Consistency in relationships between organizations makes things go smoother
- Events of consistently improving quality tend to grow year-in, year-out
- There are some event skills that are particularly specialized and can not be performed satisfactorily without training and experience, such as:
  - Finish-line timing
  - Race scoring
  - Course certification
  - Equipment setup, teardown, storage and maintenance

## **It's 2016. What does the Chattanooga Track Club look like?**

- **Event Schedule:**
  - In 2016, the Chattanooga Track Club has 26 of events scheduled throughout the year that include:
    - 5ks
    - 10ks
    - ½ marathons
    - marathons
    - miles
    - track meets – adults, open, schools
    - cross-country meets – middle school, high school and adult
  
- **Place in community in 2016:**
  - The Chattanooga Track Club is recognized in Chattanooga, Cleveland and Dalton as the premiere running and walking event coordinator and manager for charity organizations, schools, clubs and organizations.
  - The Chattanooga Track Club provides, coordinates and manages youth programs and events in elementary, middle and high schools grades throughout Chattanooga and Hamilton County. (some 26 additional events on top of the club's own 26 events)
  - The Chattanooga Track Club provides running, walking, track, and health clinics year round
  - The Chattanooga Track Club supports group running programs that meet weekly for a variety of purposes and groups including:
    - Speed work
    - Jog/Walk beginners program
    - Distance training
  - The club supports and funds runner-related picnics and get-togethers year-round by providing \$100 to \$500 grants to anyone hosting events where all CTC members are welcome to attend
  - The club publishes 8 to 10 print pieces a year and has been awarded recognition by the RRCA for the quality of its print periodical, Jogging Around

- The club hosts a dynamic web application that serves as the central communications system for club membership and the running community at large, providing opt-in membership to dozens of topic-specific memberships as well as member and race director accessible and modifiable data systems.
  - The club has key strategic partnerships and strong friend relationships with Chattanooga City government, Outdoor Chattanooga, Hamilton County government, the RRCA and the ATA(?)
  - The club has key annual corporate sponsorships that fund 40% of the club's annual budget. Five of these corporations are very significant funding partners who represent 80% of the overall corporate giving to the club. These partners are strong believers in the club mission and support the club in many other ways as well as through their annual corporate sponsorship.
  - The club has billboards in Chattanooga that earn smiles and help to keep running on people's minds – one says: Join the CTC. We run Chattanooga.
- **Staffing** - In 2016, the Chattanooga Track Club has both offices and full-time staff:
    - Coach/Director
      - Plans, promotes and directs CTC events (primarily adult events)
      - Solicits corporate sponsorships as well as event-specific sponsorships for many events
      - Is a regular speaker at public forums – both for informational purposes as well as to promote running, walking and fitness
      - Networks regularly with the running community in Chattanooga and outside – statewide, regionally and nationally. Our director is well-known at RRCA and among running leadership nationally
      - Oversees quality and is finally responsible for the quality of all CTC programs, events and appearances
      - Enthusiastically promotes and seeks to fulfill the CTC mission

- Handles and/or oversees course certification
  - Oversees equipment management
- Coach Assistant
  - Insures effective communications
  - Coordinates specific logistical details for events
  - Provides on-site event support
  - Manages club files and documents
  - Insures all club legal requirements are met, annual corporate documents are filed and maintained as required
  - Insures club meeting minutes are recorded and properly documented
  - Assists with club communications, weekly emails
  - Serves as communications and logistics support for race directors
  - Keeps club books and manages bank accounts
- Equipment Manager – part time
  - Keeps equipment organized and inventoried
  - Delivers and/or distributes equipment for events
  - Repairs/replaces equipment as required and budgeted
- Youth Director
  - Puts on all your programs and events
  - Knows all school coaches
  - Networks specifically within the youth running community
  - Course certification
- Print publications support – part time
  - Handles JA
  - Annual Calendar
  - Advertising design
- Finish-line trained workers – part time, multiple events
  - Event scoring
  - Chip timing
  - Timing
  - Filing results

- **Budget 2016**

- Revenues: \$172,500

- 1500 members @ \$25/each           \$37,500
    - 26 races/events @ avg \$2500       \$65,000
    - Corporate Sponsorships \$50,000
    - Race mgt. fees (20 events @ 1k ea)\$20,000

- Expenses: \$164,700

- Coach/Director \$45,000+
    - Coach Assistant           \$25,000
    - Youth Director \$30,000
    - Equipment Management \$2,500
    - Finish Line Workers       \$5200
    - Print Publication           \$15,000
    - Print support       \$4,000
    - Web                   \$6,000
    - Office               \$12,000
    - Equipment       \$10,000
    - Marketing/Advertising   \$10,000

## How do we get there?

First, we make the conscious choice as a club to head in the direction of this vision and we review and renew that commitment and our commitment to our mission on a regular basis throughout each year.

Second, we plan and execute the steps we believe are necessary to move our club in the direction we desire and we measure our progress against each step/goal at each board meeting and committee meeting as we move forward throughout the year.

It is worth noting that we have taken several significant steps over the past few years to move us in a direction that is in line with the vision outlined in this document:

- Hired a management team to take over our Waterfront Triathlon
- Hired professional staff to take over the design/layout of Jogging Around
- Built an on-line database system for managing membership and, later, for managing the content for the public web CTC web application
- Hired a ½ time executive director to provide a consistent resource of support to meet the club's various needs with race support, communications, community relationships and club financial management
- Established the club's first formal three year significant Corporate Sponsorship dedicated in support of the club's mission vs. sponsorship for a specific event
- Committed to funding and budgeted for 2006 a part-time staff person to manage all CTC race equipment and the CTC trailer
- Committed to formally training personnel for finish-line work and scheduling all finish line work for the year at the first of the year

Specific next steps may include:

- Committing to a payment program for finish-line workers to insure these workers are formally trained and consistently available.
- Filling the full-time Coach/Director position
- Formally documenting and agreeing on what events are CTC events

## **Coach/Director Qualifications, Requirements**

There is no more important position for our club to fill in order to achieve our vision and goals than the position described here as the 'Coach/Director.'

No compromises should be accepted in filling this position. If in doubt, the position ought to be left vacant.

Here are some qualities that would recommend someone for this position:

- Bridge builder
- Able to sit and be comfortable in any office in the city, region and/or nation
- Passion for running
- Passion for community
- Presentation competence – able to speak and communicate effectively
- Persuasive
- Evidences concern for quality and a willingness to do any/all work necessary to achieve desired results
- Effective manager would be good
- Good sales person / solicitor
- Interested in learning and getting to know running communities – local, regional and national
- Open minded – open to promoting running and fitness for all
- Effective written skills, good written communicator
- Develop and promote quality programs
- Able to raise money
- Good personal example of health and fitness