The Need for an Interdisciplinary Strategic Plan:

How a Strategic Plan Grounded in Sport Marketing Public Relations can

Improve the Success of the Cal Poly Football Team

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by

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Abstract

This paper explores the need for an intercollegiate strategic plan grounded in sport marketing public relations, integrated marketing communication and community relations. By focusing on the Cal Poly Football team, this paper will provide insight into effective community relations tactics and integrated marketing communications strategies for an intercollegiate athletic program. Through expert testimony and research, as well as a thorough examination of the Cal Poly Football program, this paper will outline the essential elements of a strategic athletic plan with a foundation in sport marketing public relations. In order to achieve short and long term goals, particularly the aspiration of advancing to the Division I-A level of competition, Cal Poly Football should implement a comprehensive strategic plan that acknowledges the importance of community relations, integrated marketing communications and sport marketing public relations.

Keywords: Integrated marketing communications, sport marketing public relations, Cal Poly Athletics, Cal Poly Football

Chapter One: Introduction

Over the past seven seasons, the Cal Poly Football team has won three Great West conference titles, amassed a 51-28 record and has been ranked in the Football Championship Subdivision Top 25 each season (Cal Poly Football Media Guide, 2010). The Mustangs have produced dozens of All Americans and numerous National Football League, Canadian Football League and European Football League athletes. As the Mustangs continue to grow under head coach Tim Walsh, their ultimate goal is to move to a Division I-A conference. Transitioning into a Division I-A program is contingent upon numerous factors, aspects complicated by the California State University budget crisis. To combat dwindling resources and improve the likelihood of achieving this goal, the Cal Poly Football team must swiftly implement a strategic plan integrated with sport marketing public relations.

This Senior Project will explore the need for an effective intercollegiate strategic plan based in sport marketing public relations, thus including a comprehensive guide to community relations and integrated marketing communications (IMC). This Senior Project will also show that an interdisciplinary strategic plan grounded in sport public relations can significantly help the Cal Poly Football team achieve its short and long-term goals. A strategic plan can provide the Mustangs the support needed to become an elite team in the Division I-AA Football Championship Subdivision, and consequently assist the program in its move to the next level of competition. This paper explores the necessary and effective elements of a strategic athletics plan; my research is then applied and implemented in a strategic plan designed exclusively for the Cal Poly Football team.

In addition to researching the effective methods and components of a strategic plan, it is crucial to base this research on a foundation of theory. Diffusion theory, the concept that people

process and accept an idea after going through five steps: awareness, interest, evaluation, trial and adoption, will guide my research (Baskin, Heiman, Lattimore and Toth, 2007, p. 49).

In addition to a theoretical basis, it is important to understand the history of sport marketing public relations and use of IMC in sport. Before the internet, sports marketing and promotions revolved primarily around the game. With the exception of advertising, virtually all promotions were executed during the game (Shank, 2009, p. 156). Now, college football fans demand constant stimulation and a personal connection to their team. Shank noted the success of a college football team is due to a number of variables including talent, resources, fan support and coaching, but a program's achievement can be enhanced with the help of an interdisciplinary strategic plan infused with a comprehensive community relations and IMC component.

Cal Poly Football has a strategic plan in place that addresses fundraising, recruiting, facility and resource expansion; the team also relies on the department-wide strategic plan for basic community relations and marketing initiatives. These two plans do not pay adequate attention to sport marketing public relations; thus, there is incredible need for a plan infused with sport marketing public relations, community relations and IMC.

I anticipate my research will demonstrate the value of community relations and IMC to a sports organization. Furthermore, research will show that Cal Poly Football's future success can be enhanced by a strategic plan grounded in sport marketing public relations. In order to appropriately reach all targeted publics, an intercollegiate football team must implement a strategic plan grounded in sport marketing public relations, with a comprehensive focus on community relations and IMC (Hopwood, Kitchin, & Skinner, 2010, p. 154).

Chapter Two: Review of Literature

Through talent, coaching and a strategic plan infused sport marketing public relations, the Cal Poly Football team should continue its domination at the Division I-AA level, and become a viable Division I-A program candidate. A strategic plan with a foundation in sport marketing public relations, focusing particularly in community relations and IMC can help the Mustangs expand their fan base, elicit donations, increase visibility and ultimately improve the program's success and reputation. In order to create a professional, attainable and successful strategic plan, I will rely on research obtained from a variety of literature and subject matter experts.

Sport Marketing Public Relations

Smith (2005) defines public relations as a "management function that classically focuses on long-term patterns of interaction between an organization and all of its various publics. Public relations seeks to enhance these relationships, thus generating mutual understanding, goodwill and support" (p. 4). Public relations practitioners and sport marketers have relied on public relations tactics, tools and strategies for decades. Now, sport marketers and managers have created a new term to apply to the relationship management, targeting of publics, and fan expansion in sport organizations: sport marketing public relations.

Hopwood et al. (2010) noted that sport marketing public relations is a hybrid of sport marketing and public relations, with a focus on relationship management, relationship building, and increasing awareness (p. 59). Hopwood et al. defined the objectives of sport marketing public relations as "to raise awareness, establish and maintain mutually beneficial long-term relationships, to inform, educate, build trust, and to give people a reason to support" (p. 61).

In *Sport Public Relations and Communication,* Hopwood et al. (2010) noted:

"In a message-saturated society, sport marketing public relations can help regain a share

of voice meaning that people are looking for more than just a clever advertising campaign

or short-term promotions push; they are looking for a meaningful relationship which

exactly resonates. Marketing public relations can also win a greater share of heart and

mind and it can deliver a better and more effective voice than marketing alone" (p. 62).

Sport marketing public relations is based on an organizational audit, defining objectives,

strategies and policies, developing the product or service, formulating specific tactics, and

implementing and evaluating results within all publics (Hopwood et al. 2010, p. 65). Sport

marketing public relations differs fundamentally from sport marketing; it is grounded in

relationships and communication, whereas sport marketing is grounded in monetary transactions

and promotions (Hopwood et al., p. 65). Hopwood et al. noted: "In a message-saturated society,

marketing public relations can help regain a share of voice meaning that people are looking for

more than just a clever advertising campaign or short-term promotions push, they are looking for

a meaningful relationship which exactly resonates" (p. 62).

Sport marketing public relations adds value to an organization by providing cost-effective

ways to build marketplace excitement. It also provides a value-added customer service, builds

brand to customer bonds, and influences important decision makers (Hopwood et al., 2010, p.

63). Sport marketing public relations is intended to increase the visibility of a sport organization,

educate publics and stakeholders on critical issues to the organization, influence public opinion,

maintain the image of the organization during crisis, and stimulate the trial or repeat usage of the

product. In addition, sport marketing public relations provides organizations with a solid

foundation for community relations and IMC (Hopwood et al., p. 65).

Integrated Marketing Communications (IMC)

Hallahan (2007) defined integrated marketing communications as a "moniker to describe the coordinated use of a variety of different promotional communications tools toward a single objective" (p. 299). Hallahan noted that advertising agencies were initially attracted to the concept of IMC as a way to recapture client spending that was being dispersed into sponsorships, cause-related marketing, promotions and public relations (p. 300).

Liodice (2008) noted IMC campaigns should "start with a compelling consumer insight that can be translated into a strong, differentiated marketing strategy." For the sake of this Senior Project, IMC encapsulates the following: community relations, promotions, social media marketing, branding, fan expansion and identification of new publics.

Community Relations

In *Strategic Sport Communication*, Pedersen, Miloch and Laucella (2007) noted that "one of the most overlooked elements of sport marketing public relations is community relations" (p. 276). Community relations is defined as "activities designed to enhance community relations efforts assist the sport-focused organization in cultivating mutually beneficial relationships with key constituents and audiences within the community" (Pedersen et al., p. 276). In *Contemporary Sport Management,* Janet, Jerome, Lucie, Parks, Thibault and Quarterman (2007) noted community relations activities and programs are intended to meet the needs and interests of the public, and also establish "good-faith relationships with the public" (Janet, et al., p. 211). In addition, Pedersen et al. noted "community relations is an invaluable public relations tool, yet most sport organizations do not use community relations activities to the fullest benefit" (p. 276). Pedersen et al. noted community relations initiatives should be a priority because they create mutually beneficial relationships between the team and the community (p. 276).

Irwin, Sutton and McCarthy (2002) noted that "community relations is the process of interaction and connection between the sport organization and its assets on the one hand and the community and the target population within the community on the other hand" (p. 266). "Sport organizations engage in a variety of community relations activities including food drives, reading programs and involvement with charitable organizations" (p. 276). Irwin et al. noted that sport-based community relations programs are "activity based and they depend on athletes and professionals from the organization for visibility, newsworthiness, desirability, buy-in, effectiveness and longevity" (p. 14).

Today, sport teams operate as businesses with responsibilities to stakeholders, investors, sponsors and the community. Therefore, there is now, more than ever before, increasing expectation that sport and franchises assume greater responsibility for their operation and the impact of their operations on their community and their fans" (Hopwood et al., 2010, p. 69).

Sports organizations rely on their local communities for supporters, employees and participants. When teams 'give something back' to their community, "they can generate goodwill through this involvement that can form political capital, they can keep in touch with local issues and needs and through the use of high-profile players they can deliver positive messages through the cluttered communication environment" (Hopwood et al., 2010, p. 88).

Branding

Shank (2009) notes, "In an effort to understand and manage them better, sport organizations are increasingly being looked at as brands with elements that can be exploited for the benefit of the organization and their stakeholders" (p. 186). Brand equity is carefully planned and strategically executed. Its creation, maintenance and protection need to be actively managed (p. 185). Shank outlined three steps in building brand equity:

1. Choosing the elements of the brand. In sport context, a sport organization looking to develop its brand should carefully select its name, logo, colors, slogan, mascot and so on.

2. Creating marketing programs involving the brand with tactics relating to each of the 4P's (product, place, price, promotion).

3. Exploiting relationships that a brand might have with other entities (187).

According to Liodice (2008), this leads to the development of a creative "brand idea" that drives each tactic of the strategic plan. Thus, Cal Poly Football must be seen as an individual and unique sports brand. Development of brand equity is often influenced by the "on-the-field success of the program, the head coach, star players, tradition and reputation of the program, the conference and schedule, game entertainment, local and regional media coverage, the location, competition and fan support" (Shank, 2009, p. 189).

Brand equity consists of four elements: perceived quality, brand awareness, brand association and brand loyalty (Shank, 2009, p. 189). Of the four components of equity, Shank noted perceived quality is the one that a sport manager can control the least. "Fans' perception of quality is tied primarily to the on-the-field success and other team-related aspects of a club" (p. 189). Shank noted the core sport product is out of the control of the sport marketer. Fortunately, the sport marketer can use brand elements such as a star coach and players to increase a perception of quality (p. 190).

Shank (2009) noted: "Budget permitting, brand awareness might be the easiest component for the sport marketer to control" (p. 190). Sport marketers can design comprehensive promotional plans to increase awareness levels of the organization (p. 190). According to Shank, in order to make the most of the brand, a strategic plan should include several elements of promotion to create a buzz around the organizations and familiarize people with the team and

"encourage involvement with the team and to increase their excitement and affinity to the organization" (p. 190).

Promotions

Irwin et al. (2002) noted that scholars traditionally reduce promotional tools to four distinct components: advertising, publicity, sales promotions and personal selling. Irwin et al. noted these categories "do not adequately address characteristics germane to sport" (p. 17). A more accurate adaptation of sports promotion should consist of advertising, publicity, personal contact and incentives. Sponsorship and community relations should be added to completely represent a contemporary sport promotion mix that reflects the needs of the contemporary sport industry (p. 17).

Irwin et al. (2002) noted: "Promotional planning is one of the most important elements of the sports marketing mix. Promotion involves communicating to all types of sports consumers via one or more of the promotion mix elements" (p. 281). The promotions mix includes advertising, personal selling, sales promotions, public relations and sponsorships. Mumford, Kane and Maina noted (2003) "You have to spend money to make money. There is no better way of creating an awareness of your product than by give-away promotions and samples such as free tickets" (p. 201). Once fans are in the arena, sports teams can impress them with their product and keep them returning (Mumford et al.).

Contests and sweepstakes are another sales promotional tool used by sports marketers to generate awareness and interest among consumers. Irwin et al. (2002) defined contests as competitions that award prizes on the basis of contestants' skills and ability, whereas sweepstakes are games of chance or luck (p. 315).

Social Media Marketing

Scott (2010) defined social media as the collection of online technologies and tools intended for users to express their opinions online (p. 32). Scott noted: "social media differ from so-called 'mainstream media' in that anyone can create, comment on and add social media content. Social media can take the form of text, audio, video, images and communities" (p. 33). Scott noted that marketers can no longer rely on traditional mainstream media ways of getting their message to the public. Today, smart marketers "craft compelling information and tell the world directly via the Web. The tremendous expense of relying on advertising to convince buyers to pay attention to your organization, ideas, products and services is yesterday's headache" (p. 35). In order to effectively and strategically use social media, sports teams must understand their goals and let content drive action. Scott recommends organizations ask two questions: what's the goal of your social media promotions? What problems do these promotions solve for your public?

Companies that understand social media have a clearly defined business goal: "to sell products, to generate contributions, or to get people to vote or join (p. 33). According to Scott (2010), "great content in all forms helps buyers see that you and your organization 'get it'. Content drives action" (p. 24). Scott noted that an effective web marketing and public relations strategy delivers "compelling content to buyers gets them to take action" (p. 34). Hopwood et al. (2010) noted social media provides teams more direct interaction with fans and other stakeholders (p. 140). In addition, sports managers and administrators have access to "greater information on what are the key issues faced by their audience; they have the ability to gain greater knowledge of the stakeholder base and tailor messages to support stronger relationships."

Consequently, teams are able to reach a wider public and develop greater fan loyalty through relationships and the constant flow of information.

"Social media is becoming an increasingly important part of the way that Americans watch their spots" (Brustein, 2011). During the final minutes of Super Bowl XLV, fans sent more than 4,000 messages per second on Twitter (Brustein). Carter (2011) noted sports is the ultimate industry for social media because of content, fans and money: "there is always new content. Statistics, players, coaches, cheerleaders, mascots, team history and fans all provide a constant stream of fresh content." In addition, Carter notes that sports teams "have an extremely dedicated fan base that constantly craves information and loves to interact" (Carter).

According to Downing (2010), social media provides ways for athletes, coaches, teams and leagues to effectively reach their fan base—as long as they have the right approach. "Just like anything else, the key with social media starts with having a goal" (Downing). Downing (2010) noted a team must use social media to promote conversation. The fundamental goals of social media for any team is to "encourage interaction, enhance brand awareness and reach fans where they are." Downing also suggested teams respond to questions, complaints and criticisms of the fan base, and find ways to encourage fans to celebrate the successes of the team.

Identifying Publics

In order to reach the widest audience, sports organizations must identify internal and external publics. Hopwood et al. (2010) identified sponsors, the media, funding bodies and investors as external publics (p. 19). Internal publics consist of anyone who works for the sport organization, including shareholders, administrators, concession employees, players and coaching staff (Hopwood et al., p. 19). Hopwood et al. argued that internal publics are the most

important public: "if internal publics feel they are part a good organization, then they become a powerful public relations tool in their own right because they will speak positively about the organization" (Hopwood et al., p. 19).

Components of a Strategic Plan

Smith (2005) defined strategic planning as intentional communication and planning undertaken by a business or nonprofit organization. "It has a purpose and a plan, in which alternatives are considered and decisions are justified. Strategic planning is based on research and subject to eventual evaluation. It operates within a particular environment, which involves both the organization and groups of people who affect it in some way" (Smith, p. 3). Smith outlines four steps in the strategic planning process: analyzing the situation, analyzing the organization, analyzing the publics and establishing goals and objectives.

Analyzing the Situation

Outlining the public relations situation is the first step in analyzing the situation. Smith (2005) defined the public relations situation as simply the set of circumstances facing an organization (p. 17). The public relations situation for a sports team is defined by organizational opportunities; as Smith notes, a public relations situation is identified as an opportunity when it offers a "potential advantage to the organization or its publics" (p. 17). In *Sport Public Relations,* Stoldt, Dittmore and Branvold (2006) noted the importance of thorough research and understanding of the sports organization (p.44). When outlining the public relations situation, sports marketers must undertake various forms of research, including primary, secondary, informal and formal research (Stoldt et al., p. 44).

Analyzing the Organization

Before creating a strategic plan, it's essential to conduct a public relations audit, also known as an in-depth analysis of the internal environment, public perception or external environment (Smith, 2005, p. 45). The internal environment consists of the perceived value of attending a game, team performance and the organizational structure and internal and external impediments, or obstacles within an organization (Smith, p. 53). An organization's public perception includes visibility, or the extent to which an organization is known, and reputation. Smith (2005) noted: "generally, the stronger the organization's visibility and the more positive its reputation, the greater the ability it has to build on this positive base" (p. 32). The external environment includes supporters, competitors, opponents and external pediments. Smith defined competitors as "groups or people doing the same thing in the same arena" (p.55). Opponents are people against the organization; external pediments are factors outside an organization that might limit the effectiveness of a public relations program (p.56).

Analyzing the Publics

Analyzing the publics is the third step in the strategic planning process. Smith (2005) outlines four categories of publics: customers, limiters (competitors), enablers (allies) and producers (employees) (p. 47). After analyzing the publics, the strategic planner must identify strategic, or key publics (Smith, p. 48). Smith noted: "a major part of developing an effective communication campaign is to identify the appropriate, specific publics, also known as key or strategic publics" (p. 48).

Establishing Goals and Objectives

The final step in the strategic planning process is establishing goals and objectives. Smith (2005) defined goals as statements rooted in the organization's mission or vision (p. 48). Before setting objectives, an organization must determine the position they seek with their publics. Smith recommends the organization ask one question: "What do we want people to think about us?" (p. 70). Objectives emerge after goals are determined. Smith defines objectives as statements that are clear and measurable and aim to increase levels of awareness, acceptance or action (p. 70). Objectives are goal oriented, public focused, impact oriented, attainable, clear and measurable (Smith, p. 70). Smith outlined three levels of objectives: awareness, acceptance and action objectives. Awareness objectives address information and knowledge. Acceptance objectives focus on how people react to that information; action objectives address a hoped-for response to information and feelings (p. 72).

The Strategic Planning Process in Athletics

Yow, Migliore, Bowden, Stevens and Loudon (2000) noted "the strategic planning process in collegiate athletics is basically a matching process involving the department or team's resources and opportunities" (p.16). "Effective strategic planning will turn around the very mentality of an athletics program and positively change its culture. It will create direction, cohesion, accountability and improved outcomes" (Yow et al., p.91). Strategic planning involves the following steps: defining an organization's purpose, analyzing the environment, prescribing measurable objectives, developing strategies to meet objectives, developing operational plans to meet objectives and conducting evaluations (Yow et al., p. 19).

A planning audit is a "critical, unbiased review of the philosophies, personnel, organization, purpose, objectives, procedures and results associated with a sports team" (Yow et al., 2000, p. 92). The planning audit includes an analysis of the program's strengths, weaknesses, opportunities and threats, also known as a SWOT analysis (Yow et al., p. 93). Yow et al. noted that a collegiate strategic plan should include a mission statement, SWOT analysis (or planning audit), objectives, strategies to achieve goals, methods of evaluations, marketing plans, promotional considerations and community relations initiatives (p. 113). Yow et al. outlined specific objectives to be considered for a strategic plan for collegiate athletics: "Objectives can be set in areas such as attendance, fund-raising dollars for operational and/or capital needs, the level of competitive achievement, revenue, community relations and promotions" (p. 54).

Chapter Three: Methodology

Analysis of Cal Poly Football

Smith (2005) notes the basis of effective communication is self-awareness. Strategists must have a "thorough and factual understanding of their organization—its performance, its reputation and its structure—before a successful strategic communication plan can be created" (Smith, p. 29). Thus, it's important to understand the history of Cal Poly Football. Since their first season in 1915, the Mustangs have accumulated an all-time record of 457-363-20, they have advanced to the post season six times and were national champions in 1980 (Cal Poly Football Media Guide, 2010). In addition to their on the field success, Cal Poly Football is recognized for tragedy off the field. In 1960, a plan carrying the Mustangs crashed upon takeoff in Toledo,

Ohio. There were 48 people on board and 22 died, including 16 football players, the team manager and an alumni booster (Pucin, 2009).

Since 2000, the Cal Poly Football team has made incredible strides in performance and facility renovations. Cal Poly's new football and soccer stadium, Alex G. Spanos Stadium, was completed in 2006. In 2009, Spanos Stadium was upgraded with a "three-story, state-of-the-art, multimedia scoreboard thanks to a $625,000 gift from alumni Albert Moriarty and his wife, Patty" (McNally, 2009). The 52 feet wide and 52 feet tall scoreboard's most significant feature is a video board which measures 16 feet tall by 28 feet wide (McNally).

In 2009, Cal Poly Football welcomed Head Coach Tim Walsh to the program. Coach Walsh is ready to take Cal Poly Football to the highest level of competition, Division I-A. In spring 2009, Walsh noted his "goal is to bring the game to the larger community and make a home game at Cal Poly a Saturday night, must-see event" (Momburg, 2009).

Comparison of Intercollegiate Athletics Strategic Plans

By evaluating the strategic plans of various intercollegiate athletic programs, I will have a greater understanding of the structure of a strategic plan and the types of community relations programs and integrated marketing tactics.

The five universities evaluated include:

- California Polytechnic State University, San Luis Obispo (Cal Poly)

- University of California, Davis (UC Davis)

- California State University, Fresno (Fresno State)

- Boise State University

- Ohio State University

- Purdue University

Comparison of Community Relations Initiatives and IMC Strategies: Professional Sports

An analysis of professional sports organizations' community relations initiatives and IMC strategies can provide relevant information for intercollegiate strategic planners. The five leagues/teams evaluated include:

- National Basketball Association (NBA): Milwaukee Bucks

- National Football League (NFL): Miami Dolphins, Indianapolis Colts

- Major League Baseball (MLB): Pittsburgh Pirates

- National Hockey League (NHL): Nashville Predators, Dallas Stars, New Jersey Devils

Chapter Four: Results

Community Relations and IMC Strategies Employed by the Cal Poly Football Team

The Cal Poly Athletic Department's 8-year strategic plan was implemented in 2008 and will be evaluated and updated in 2015. The strategic plan outlines goals and objectives for the program as a whole; because the plan represents the entire department, inadequate attention is devoted to the football program. Cal Poly Athletics' strategic plan pays little attention to community relations initiatives; by January 2011, the Department was supposed to conclude a "Community Relations Audit". The audit is still in progress.   Furthermore, little consideration is devoted to promotions and IMC tactics (Cal Poly Athletics Strategic Plan, 2008).

Frequency and types of community relations activities are largely based on the size of an athletic department and revenue of a program (Yow et al. 2000, p. 187). Unfortunately, Cal

Poly, like the other California State University campuses, will be negatively affected by the proposed $500 million state budget cut (Schiller 2011). Shaun Russell, Cal Poly's Assistant Athletic Director of Marketing suggested the department increase their use of unpaid student marketing interns. This cost-effective method can help the Cal Poly Football team execute and implement community relations and integrated marketing initiatives (S. Russell, personal communication, January 26, 2011).

Currently, the Cal Poly Football team participates in the department-wide Block-P community service program. "Block-P is a collaborative group of student-athletes that strive to promote unity among all sports, increase community involvement, and elevate athletic attendance and spirit within the University" (GoPoly.com). A few times a year the Mustangs take part in the Adopt-a-School outreach program; three to four football players host presentations at local elementary and middle schools. "Adopt-a-School is something the department encourages each team to participate in. We think it's a great chance for the athletes to get to know younger students, and maybe get a few new fans," Russell said (S. Russell, personal communication, January 26, 2011). In addition to Adopt-a-School, each holiday season the football team collects toys for needy San Luis Obispo County families in their Adopt-a-Family program.

Jamar Cain, Cal Poly Football's Assistant Coach, Defensive Line coach noted the need for improvement in the amount of community relations initiatives currently implemented: "We definitely need to establish a greater presence in the community. Our guys need to get out in the public and put a face to Cal Poly Football. We can do that through more community relations activities," he said (J. Cain, personal communication, February 8, 2011).

The Mustangs have found success with their use of IMC. The football team, in coordination with the athletic department, implements ticket promotions several times during the

regular season. Each season, the Mustangs and the University coordinate "Military Day" and

"Youth Day", providing discounted or free tickets to youth or active military attendees. Russell

noted the football team will continue to host "Homecoming Weekend," a collaborative effort to

involve Cal Poly's Alumni Chapter. In recent years, Homecoming has been heavily promoted

and made into a must-see game for involved Alumni, Russell said. "Parent's Weekend" is also a

promotional tie-in the Mustangs have relied on to garner support from Cal Poly students and

parents. Homecoming and Parent's Weekend are regulated by the Alumni Chapter and

University Administration, Russell noted. "We (the Athletic Department) don't have too much of

a hand in this," he said (S. Russell, personal communication, January 26, 2011).

Aside from ticket promotions, the football team has benefited from the Athletic

Department's current branding strategies and increased use of social media. The department

created the "We are the Mustangs" brand in 2008. This slogan is present on all collateral and

advertisements, and Russell feels the brand has led to increased continuity and recognition within

the University and San Luis Obispo community. The Cal Poly Athletics Facebook and Twitter

pages do a great job engaging fans and providing them with schedules, scores and updates

concerning each Mustang team. The Cal Poly Football team does not have a specific Facebook

and Twitter account; they are promoted only on the department-wide accounts. Russell is pleased

with the response to social media. However, he feels the effort needs to be "more coordinated

and strategic," (S. Russell, personal communication, January 26, 2011).

Comparison of Intercollegiate Athletics Strategic Plans

By comparing Cal Poly's strategic plan to plans of other universities, administrators and

sport marketers can take note of successful community relations initiatives (see figure 1).

Figure 1: Strategic Plan Comparison

University	Community Relations in Strategic Plan	IMC infused in Strategic Plan	Types of Community Relations Activities
Cal Poly	Yes	Minimal; stress the importance of brand development of Cal Poly Athletics brand	Adopt-a-School: athlete-directed presentations at local schools. Adopt-a-Family: team donates gifts to local families in need. Ticket promotions/discounts
UC Davis	No	Minimal; briefly addresses branding: "Enrich campus life for the student body and enhance campus identity locally, regionally and nationally."	N/A
Fresno State	Yes	Yes	Ticket promotions/discounts. Athletes participate in year-round outreach including visits to local hospitals, food drives.
Boise State	Yes	Yes	Ticket promotions/discounts. Athletes are encouraged to participate in various forms of year-round community outreach.
Ohio State University	Yes	Yes	Each student athletic is expected to participate in a minimum of 10 hours of community service each year; activities include Habitat for Humanity projects, youth sport clinics, school assemblies.
Purdue	Yes	Minimal; branding is mentioned: "The student-athletes, coaches, and staff will live their shared values as the role models that they are, so that people "experience" Purdue Athletics with respect, admiration, and pride.	Ticket promotions/discounts for youth, military.

Comparison of Community Relations Initiatives

Community relations comparisons of university athletics and professional athletics yielded findings applicable to the Cal Poly Football team. For every sport, regardless the level of competition, community relations activities allow a sports team to give back to their community and get to know their fans on an intimate and individual basis. In addition, engaging in community relations allows a team the opportunity to expand its fan base and visibility, as well as earn valuable attention from the media (Hopwood et al. 2010, p. 132).

Hopwood et al. (2010) noted community relations initiatives are often league-initiated, team initiated, or player initiated. "Athletes are an integral part of all three types of initiatives, because it is the presence of the players and their involvement that attract funding to the program via sponsorship, garner media interest and coverage, and attract an audience of participants and observers to the programs" (p. 14).

The NHL's Dallas Stars established the Dallas Stars Foundation to better serve the youth of the Dallas Fort-Worth Metroplex. The Stars frequently donate game tickets to charity and participated in relief efforts after Hurricane Katrina (Irwin et al. 2008, p. 276-277). Another NHL team, the Nashville Predators, took part in Predators Community Day, a "day of service where nearly every member of the team interacted with fans at various community locations. The idea was to expand on the normal team participation events by making it a day-long experience" (Shank, 2009, p. 318). In addition, the MLB's Pittsburgh Pirates frequently donate half the ticket sales from a handful of games to such programs as the Boys & Girls Clubs, the United Way (Shank, p. 318).

Comparison of IMC Strategies: Promotions and Social Media

One of the classic contests sponsored by the NFL was the punt, pass, and kick competition. In this competition, young athletes competed for a chance to appear on the finals of nationally televised NFL games, "making the NFL the winner for promoting youth sports" (Irwin, Sutton and McCarthy, p. 315). The Miami Dolphins held a sweepstakes giving fans a chance to win tickets to their game against the Giants at London's Wembley Stadium. New season ticket holders were automatically entered three times, while other fans could enter at miamidolphins.com. The grand prize included round-trip airfare, hotel accommodations, Royal Box tickets to the game, and passes to NFL pre-parties (p. 316).

The NBA boats 2.2 million followers on Twitter and more than seven million "fans" on Facebook; the NBA has a significantly larger presence than any other American professional sports league. In February 2011, the NBA introduced a social media video game on Facebook (Brustein, 2011). NBA Legend allows Facebook users to create an avatar, join an NBA basketball team and follow a simulated career (Brustein). "Players will not control the dribbling and shooting, but instead build up—or purchase—attributes like speed and skill in order to compete against people in their network" (Brustein). Brian Perez, the senior vice president and general manager of the NBA's digital operations said the NBA sees NBA Legend as a "way to keep fans engaged in basketball even when there are no games being played" (Brustein).

The NFL's Indianapolis Colts created their own social network, MyColts.net, and Carter (2011) noted this "Facebook for Colts fans" should serve as the gold standard in social media fan relations. When it launched in 2006, more than 40 percent of traffic to Colts.com was generated by MyColts.net (Carter). MyColts.net offers exclusive content such as merchandise, tickets, player biographies and the opportunity for fans to meet players (Carter, 2011). The NFL engages

millions of fans via NFL.com, Facebook, Twitter and YouTube (Carter). NFL.com provides

head-camera views of the 2011 combine, in addition to up-to-date combine statistics information.

Facebook and Twitter are also popular channels for combine information during the offseason;

during the season, these two sites are frequented by millions of fans to stay updated on scores,

statistics and player trades (NFL.com).

In early February 2011, the NBA's Milwaukee Bucks offered two free tickets to

Facebook users who "like" the Bucks and agree to take an online survey (Walker, 2011). More

than 1500 fans participated and were awarded two tickets to the Bucks' February 16 game versus

the Denver Nuggets (Walker). "The Bucks have research the shows 57 percent of people who

come to Bucks' games had visited Facebook in the previous 30 days. With that kind of

connection, the Bucks want to tap into that and solicit more fans to go on Facebook and

ultimately go to games" (Walker).

In February 2011, the NHL's New Jersey Devils launched their new "Mission Control"

social media center at the team's Prudential Center arena (Scibetti 2011). "Manned by a staff of

diehard Devils fans called the Devils Army Generals, this control room is in place for the team to

manage all of their social media communications, especially Twitter and Facebook" (Scibetti).

Staff monitors the conversations surrounding the New Jersey Devils brand and provides fans real

time updates (Scibetti).

SWOT Analysis

The Cal Poly Football team has numerous opportunities to expand their fan base, increase

promotions and marketing, as well as develop a greater presence in the community. IMC and

community relations accelerate program growth, allow for strategic marketing to a team's

publics and permit comprehensive strategies to increase visibility, expand the fan base and

increase home game attendance and revenue. The Cal Poly Football team was analyzed based on

Smith's (2005) four-step process outlined in *Strategic Planning for Public Relations.* As Smith

suggested, organizations should conduct a strengths, weaknesses, opportunities and threats

(SWOT) analysis. Via research and analyses of the internal environment, public perception and

external environment, an organization can better achieve their objectives (see figure 2).

Figure 2: Cal Poly Football SWOT Analysis

Strengths	**W**eaknesses
• Exclusive Central Coast college football team • Strong community support and attendance • On the field success • Moving to the Big Sky Conference in 2012 → easier scheduling, renewed rivalries, more competition • Partnership with Nelligan Sports Marketing • Stampede Club/Home Team • Mustang Maniacs spirit club	• Economic instability • Strategic Plan lacks IMC and community relations initiatives • Administration lacks staff and resources to completely implement community relations and IMC strategies
Threats	**O**pportunities
• Economic instability • CSU budget cuts • San Luis Obispo recreational activities • Team performance	• Increase campus and community involvement → increased awareness • IMC strategies → recognizable brand, fan engagement via social media • Expand fan base to Southern, Northern and Central California • Big Sky Conference → greater national exposure • University President Armstrong's plan to increase athletic exposure on campus, in the community and beyond • Home Team; growth of alumni chapters • New Athletic Director=new ideas

Strengths

Cal Poly Football has strong support from the San Luis Obispo and Cal Poly communities; in 2009, the Mustangs welcomed nearly 44,000 fans to Spanos Stadium (NCAA.org). In addition, the Mustangs are the exclusive college football team on the Central Coast.

The Cal Poly Football team will move to the Big Sky Conference in 2012. The Big Sky, home to powerhouse programs like the University of Montana, Weber State and 2010 FCS National Champion Eastern Washington, will provide the Mustangs with greater competition, rivalries and less scheduling challenges, Russell said (S. Russell, personal communication, January 26, 2011). Russell noted that increased rivalries and competition often leads to more fan excitement and attendance. The Cal Poly Football team has enjoyed great success in the last decade; high profile players like New York Giant Ramses Barden, explosive offenses and powerful defenses have increased support and awareness, Russell noted (S. Russell, personal communication).

Cal Poly Athletics' Stampede Club generates annual revenue for each Cal Poly Athletics program. In addition to support from the Stampede Club, Cal Poly Football has growing support from the football team's alumni chapter, the Home Team. In 2009, Head Coach Tim Walsh piloted this fundraising chapter of football players, alumni and fans. The Home Team is designed "To build an army of Cal Poly Mustang Football alumni, parents, fans, businesses and all who desire to show their appreciation for what they received; a football scholarship, college admission and a Cal Poly degree" ("Home Team", 2009). The Home Team is more than 300 members strong; membership is $150 annually.

In August 2010, Cal Poly Athletics announced a multi-year deal that awards Nelligan Sports Marketing the "exclusive rights to manage Cal Poly's athletic corporate sponsorship programs" ("Cal Poly, Nelligan Sports Marketing Agree on Partnership", 2010). Alison Cone, Cal Poly's former Director of Athletics noted: "We are confident that partnering with Nelligan will not only help Cal Poly increase revenue for the athletic department and the overall University, but also help expand and enhance the Cal Poly brand" ("Cal Poly, Nelligan Sports Marketing Agree on Partnership"). With the help of Nelligan, Russell can allocate more of his time to community relations and integrated marketing strategies (S. Russell, personal communication, January 26, 2011).

Weaknesses

Currently, Cal Poly Athletics does not have an interdisciplinary sport marketing public relations plan in place. Limited staff and dwindling resources impede this progress. Although Cal Poly is the exclusive intercollegiate football team on the Central Coast, the Mustangs have one strong competitor: recreational activities of the Central Coast. Russell noted: "Cal Poly football, like the rest of our athletic programs, struggles to entice the community. We feel that the 'SLO life' provides residents with so many recreational activities, Cal Poly athletics are sort of an afterthought" (S. Russell, personal communication, January 26, 2011).

In addition, the growth of the football team is negatively impacted by uncontrollable external impediments like the California State University (CSU) and California state budget crises. It's ambiguous how the recently proposed $500 million budget cut to the CSU will affect Cal Poly, but Cal Poly interim athletic director Phil Webb says it certainly will have a "trickling down affect" on sports (Schiller, 2011).

The Cal Poly Athletic Department staff is unable to allocate sufficient time to the football team's sport marketing public relations strategies. Russell notes that he can only dedicate ten percent of his time to developing a community relations plan for the athletic programs. The majority of planning and execution is left up to the team, he says. Consequently, implementation of much of the team's community relations activities is left up to the coaches and players. Given the educational and athletic demands of being a student-athlete, community relations initiatives are neglected and limited, Russell said (S. Russell, personal communication, January 26, 2011).

Opportunities

In spring 2010, Cal Poly Athletics created Facebook and Twitter pages to promote athletic events, provide Mustang athletics news and engage the university and San Luis Obispo communities. Russell believes these efforts are a step in the right direction, yet he said the department needs to "take a more strategic approach" to the use of social media (S. Russell, personal communication, January 26, 2011). As of March 1, 2011, the "Cal Poly Mustangs" athletics Facebook page had 4,734 fans (Cal Poly Mustangs Facebook). The "CP Mustangs" athletics Twitter page has 789 followers (Cal Poly Mustangs Twitter). With a more strategic approach to social media promotions, an organization will see an increase in traffic, awareness and buzz (Scott, 2010).

On February 1, 2011, Cal Poly welcomed new University President Jeffrey Armstrong, Michigan State's former Dean for the College of Agriculture and Natural Resources. Coming from a Big Ten powerhouse, Armstrong is well aware of how a strong athletic program can help a university, especially a university plagued by budget problems. Armstrong's long-term plan for Cal Poly to generate funds and awareness is centered on athletics (Shiller, 2011).

As noted in the *Mustang Daily*, President Armstrong and Interim Athletic Director Phil Webb said they believe maintaining and expanding Cal Poly's athletic program is essential to the university's image. Armstrong said the athletics program is the front door for a university. Sometimes the sports program is what outsiders first see when touring Cal Poly, he said (Shiller, 2011).

As of March 2011, Cal Poly had narrowed their search for a new Director of Athletics down to three candidates. Scroggin (2011) noted the frontrunner finalist, Ron Prettyman, the current Director of Athletics at Indiana State, is determined to address "Cal Poly's low level of athletic department staffing" (Scroggin). When administrators and leaders of an organization swiftly address internal pediments like limited staffing, progress is more likely (Smith, 2005).

Threats

The California State University budget cuts pose a threat to the growth of the Cal Poly Football team. "One of the biggest single contributions to our revenue (are) student fees, the IRA (Instructionally Related Activities) and ASI (Associated Students Inc.) fees," Interim Director of Athletics Phil Webb said. "A consequence of reduced budget is a reduction in enrollment, and a reduction in enrollment has a significant impact on our revenue stream" (Schiller, 2011).

In addition, poor team performance can negatively impact attendance and the image of the Cal Poly Football team. If the team has an unsuccessful season, fair-weather fans will lose interest and stop attending. When attendance decreases, revenue and the perceived value of attending a Cal Poly Football game decrease as well (Fisher and Wakefield, 1998). Instead of dwelling on the team's poor performance, some individuals may focus on more successful teams (Fisher and Wakefield, 1998).

Chapter 5: Conclusion

This senior project is intended to shed light on the importance of IMC and community relations to an athletic program. Ideally Cal Poly Athletics administrators and coaches will be inspired by these findings and move to implement new IMC and community relations strategies. The Cal Poly Football program has enormous potential to expand its fan base, increase awareness and branding via community relations strategies and IMC tactics. Through incorporating community relations and IMC into a strategic plan, administrators and leadership in an athletic department are inclined to make these strategies a priority. This project explores the different types of strategies and tactics an athletic program has the opportunity of implementing. In addition, the research shows that professional and intercollegiate athletic programs who implement community relations and IMC strategies are more connected to their fans and communities.

The Cal Poly Football team can benefit immensely from the implementation of community relations strategies and IMC tactics. Unfortunately, budget and staffing limitations will likely impede the implementation of the recommended promotions, contests, activities and initiatives. Budget may be a concern in some major areas of IMC, however unpaid student interns and social media, if used strategically and purposefully, can effectively increase awareness and further develop the Cal Poly Football brand.

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Appendix A

2011 Cal Poly Football Strategic Plan

Strategic Plan Part I:

Community Relations Initiatives

1. Adopt-a-School

Description: A few times a year the Mustangs take part in the Adopt-a-School outreach program; three to four football players host presentations at local elementary and middle schools. (see figure 1 for list of San Luis Obispo County schools).

Objective: Interact with local student community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Increase to ten times per academic year (two-three times per Cal Poly academic quarter).

Projected Results: Increase fan identification, interaction with team, enhanced development of the Cal Poly Football brand. Also, Adopt-a-School will garner media attention and coverage.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

2. Red Ribbon Week Partnership

Description: Red Ribbon Week (www.nfp.org) is the oldest and largest drug prevention campaign in the country. Red Ribbon Week generally takes place the last full week in October, and serves as a vehicle for communities and students to make a commitment to a drug-free America. Host assemblies and/or in-class presentations throughout the week to encourage drug-free living and participation in athletics/extracurricular activities (see figure 1 for list of San Luis Obispo County schools).

Objective: Interact with local student community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Red Ribbon Week 2011 will take place October 22-30; host one assembly during Red Ribbon Week each academic year.

Projected Results: Increase fan identification, interaction with team, enhanced development of the Cal Poly Football brand. Also, Red Ribbon Week activities will garner media attention and coverage.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

3. Report Card Rewards Program

Description: Following each semester, exemplary students will be rewarded with Cal Poly Football t-shirts, signed posters, magnets and tickets for the upcoming season (see figure 1 for list of San Luis Obispo County schools).

Objective: Interact with local student community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Once per year; preferably after the fall semester

Projected Results: Although report cards are typically given out at the end of the Cal Poly Football season, this reward system will still entice students to follow and support the football team, attend games in the upcoming season and wear Cal Poly Football gear.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

4. Youth Program Partnership

Description: In order to effectively reach the San Luis Obispo County youth public, the Cal Poly Football team must focus on year-round youth program partnerships (see figure 2 for list of San Luis Obispo County youth programs). Football players and coaches should continue to host clinics and also make frequent visits to summer camps, afterschool programs and weekend program activities. Similar to Adopt-a-School presentations, athletes and coaches will continue to promote athletic involvement and act as positive role models for San Luis Obispo County youth.

Objective: Interact with local student community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Activities should occur year-round, focused primarily during spring and summer months to promote the upcoming season.

Projected Results: By partnering with various local youth programs, the Cal Poly Football team will continue to engrain a positive image in the youth and parent community of San Luis Obispo.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

5. Youth Football Team Partnerships

Description: Similar to outreach with local youth programs, the football team should also focus on partnerships with local youth football leagues (see figure 2 for list of San Luis Obispo County youth football programs). Football players and coaches can attend football practices and host brief skills clinics. Similar to Adopt-a-School presentations, athletes and coaches will continue to promote athletic involvement and act as positive role models for San Luis Obispo County youth athletes.

Objective: Interact with local student community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Once during late summer-early fall

Projected Results: By partnering with youth football leagues, the Cal Poly Football team will continue to engrain a positive image in the youth and parent community of San Luis Obispo and Santa Barbara Counties.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

6. Hospital Visits

Description: A small group of Cal Poly Football players will visit sick or injured children at local hospitals (see figure 3 for San Luis Obispo County hospital list). Players will wear uniforms, sign autographs, give patients Cal Poly Football gear and spend time with the patients discussing football, the upcoming season, practice, and so on.

Objective: Interact with local student/youth community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Once during late summer-early fall

Projected Results: By visiting local youth, the Cal Poly Football team will continue to engrain a positive image in the youth and parent community of San Luis Obispo; media coverage to ensue.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

7. On-Campus Tailgating

Description: In the H-1 lot of the Cal Poly campus, students, community members and visiting fans will have the opportunity to tailgate before each home game.

Objective: Increase social motivations of attending Cal Poly Football games and tailgates; promote social motivation within Greek system, campus community and SLO county community.

Frequency: Tailgating will take place every home game; particularly promote rivalry games and games versus high-ranked opponents.

Projected Results: By partnering with various Cal Poly community programs, the Cal Poly Football team will continue to engrain a positive image in the student and San Luis Obispo communities. In addition, a more prominent tailgating venue can help establish tradition and increase spirit.

Implementation: Coordinated by Cal Poly Athletics student marketing interns and Mustang Maniacs; overseen by the Assistant Athletic Director of Marketing and operated in cooperation with University rules and regulations.

8. Partnership with San Luis Obispo County Charities

Description: The Cal Poly Football team will create a partnership with a different local San Luis Obispo County non-profit each season (see figure 4 for list of San Luis Obispo County non-profit organizations). A partnership with the San Luis Obispo County Food Bank Coalition, for instance, could lead to a canned food drive, or a portion of home game ticket sales donated to the charity. An October or early November home game is the perfect opportunity to generate media attention and support for the Food Bank Coalition. For instance, student fans could bring a can of food for a free Cal Poly Football t-shirt, and fans could bring canned food for discounted tickets.

Objective: Partnership will increase awareness and interest; it also will garner positive media coverage and strong relations with the non-profit community.

Frequency: Executed during one home game per season

Projected Results: By partnering with high-profile local charities, the Cal Poly Football team will continue to engrain a positive image in the community of San Luis Obispo, as well as garner significant media attention.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing, in compliance with University rules and regulations.

Strategic Plan Part II:

Integrated Marketing Communications (IMC) Strategies

1. Social Media Strategies: Cal Poly Football Facebook and Twitter

Description: Create Cal Poly Football "fans" page. Exclusive Cal Poly Football Facebook allows for football-exclusive interaction with fans; no longer necessary to share Mustang Athletics page with the other Athletics programs. Increase frequency and quality of posts and initiate conversation with fans and followers; link Facebook and Twitter account to create continuity and consistency.

Objective: Increase interaction and conversation with Cal Poly Football fans.

Frequency: Post links, statistics, fun facts, team updates, community events, and news at least three times a day

Projected Results: Numbers of fans and followers will increase exponentially. Fans will feel more included and aware of everything related to Cal Poly Football.

Implementation: Cal Poly Football Facebook and Twitter to be advertised on all posters, schedule magnets, media guides and GoPoly.com. Accounts and posts to be managed by Cal Poly Athletics Marketing student interns; content and posts to be determined and approved by Assistant Athletic of Marketing and Director of Media Relations.

2. Social Media Strategies: Contests and Giveaways

Description: As demonstrated in successful Facebook-based contests by the NBA's Milwaukee Bucks, athletic programs can benefit greatly by engaging fans and followers via Facebook. Since the majority of Cal Poly Football's potential Facebook fans are students, free tickets do not seem like enticing prizes for their largest public (student admission is free). Instead, contest winners should be offered two prize choices: official Cal Poly Football gear (sweatshirts, sweats, t-shirts) and a gift card from a participating sponsor; for those fans that aren't students, tickets to the next season's home games might be a more appropriate prize choice.

The Facebook contest is simple: become a fan with Cal Poly Football, complete a simple survey, and be entered to win! The survey could assess the fan's satisfaction with Cal Poly Football; ie: half time engagement, concessions, promotions, advertising visibility.

Objective: Increase fans and awareness of Cal Poly Football

Frequency: Host contest once before the launch of the Cal Poly Football fans page, then periodically before the start of the new football season.

Projected Results: Numbers of fans and followers will increase exponentially. Fans will feel more included and aware of everything related to Cal Poly Football.

Implementation: Contests will be advertised on GoPoly.com, Facebook and print advertisements. Contests to be determined and approved by Assistant Athletic of Marketing; monitored by student marketing interns.

3. Local Media Relations: Radio

Description: Cal Poly Football players and coaches to appear on local morning radio shows (see figure 5 for a list of local radio stations). Promote upcoming game and season; interact with radio personalities and listeners. Offer Cal Poly Football "Prize Pack" to lucky listeners, including family four pack of tickets and Cal Poly Football t-shirts, posters and schedules.

Objective: Increase awareness, interaction with community to increase brand recognition, fan identification and development of the Cal Poly Football brand.

Frequency: Appear on local radio shows at least two times per season, preferably before the season home opener and rivalry games.

Projected Results: By appearing on local morning radio shows, the Cal Poly Football team will continue to engrain a positive image in the community of San Luis Obispo, as well as reach untapped publics.

Implementation: Coordinated by Cal Poly Athletics student marketing interns, overseen by the Assistant Athletic Director of Marketing.

Appendix B

2011 Cal Poly Football Strategic Plan Figures

Figure 1			
San Luis Obispo County Schools			
District/School	Superintendent/Principal	City	Phone
Lucia Mar USD	Dr. Deborah Flores	Arroyo Grande	474-3000
Arroyo Grande High School	Ryan Pinkerton	Arroyo Grande	474-3200
Branch Elementary	Stacey Russell	Arroyo Grande	474-3720
Clark Center for the Performing Arts	Barry Hamlin	Arroyo Grande	489-4196
Harloe Elementary	Chuck Fiorentino	Arroyo Grande	474-3710
Lopez Continuation High School	Jennifer Bowen	Arroyo Grande	474-3750
Lucia Mar Adult Education	Charlissa Boaz	Arroyo Grande	474-3900
Mesa Middle School	Jeff Martin	Arroyo Grande	474-3400
Ocean View Elementary	Cynthia Ravalin	Arroyo Grande	474-3730
Paulding Middle School	Tom Butler	Arroyo Grande	474-3500
Atascadero USD	John Rogers	Atascadero	462-4200
Adult Education	Kimberley Spinks	Atascadero	462-4386
Atascadero Junior High School	Kirk Smith	Atascadero	462-4360
Atascadero High School	Kimberley Spinks	Atascadero	462-4300
Creston Elementary	Mrs. Smith	Atascadero	238-4771
Del Rio Continuation High School	DJ Pittenger	Atascadero	462-4350
Fine Arts Academy	Cheryl Hockett	Atascadero	460-2500
Monterey Road Elementary	Kirk Smith	Atascadero	462-4270
San Benito Elementary	Joanne Rogoff	Atascadero	462-4330
San Gabriel Elementary	Chris Balogh	Atascadero	462-4340
Santa Rosa Academic Academy	Lori Thomas-Hicks	Atascadero	462-4290
West Mall Alternative School (9-12)	DJ Pittenger	Atascadero	462-4238
Atas. Regional Occupational Program	Kimberley Spinks	Atascadero	462-4300
Coast Unified District (Cayucos Line)	Dr. Pamela Martens	Cambria	772-5903
Cambria Community Day School	Bob Watt	Cambria	927-7148
Cambria Grammar School (K-5)	Carol Stoner	Cambria	927-4400
Coast Union High School	Karl Dearie	Cambria	927-3889
Leffingwell Continuation High School	Michael Schackel	Cambria	927-7148
Santa Lucia Middle School (6-8)	Denis deClercq	Cambria	927-3693
Coast USD	Dr. Pamela Martens	Cambria	927-3880
Cayucos ESD	George Erdelyi	Cayucos	995-3694

Cayucos Elementary	George Erdelyi	Cayucos	995-3694
Grover Beach Elementary	Juan Olivarria	Grover Beach	474-3770
Grover Heights Elementary	Jennifer Bowen	Grover Beach	474-3700
North Oceano Elementary	Mike Miller	Grover Beach	474-3740
Baywood Elementary	Douglas Jenison	Los Osos	534-2856
Los Osos Middle School	Terry Elfrink	Los Osos	534-2835
Monarch Grove Elementary School	James Scoolis	Los Osos	534-2844
Del Mar Elementary	Janet Gould	Morro Bay	771-1858
Morro Bay High School	Peter Zotovich	Morro Bay	771-1845
Dana Elementary	Paul Jarvis	Nipomo	474-3790
Dorothea Lange Elementary	Jeffrey Mardigal	Nipomo	474-3670
Nipomo Elementary	Mr. Gimlin	Nipomo	474-3780
Nipomo High School	Robert Mistele	Nipomo	474-3300
Santa Lucia ROP	Jim Souza	Nipomo	474-3000
Santa Lucia Regional Occupational Program	Jim Souza	Nipomo	474-3000
Oceano Elementary	Ron Walton	Oceano	474-3800
Cappy Culver School	Dean Smith	Paso Robles	227-1040
Paso Robles USD	Dr. Patrick Sayne	Paso Robles	238-2222
Bauer/Speck Elementary	Tracey Hockett	Paso Robles	237-3418
Bauer/Speck Elementary	Ronald George	Paso Robles	237-3413
Georgia Brown Elementary	Rigoberto Elenes	Paso Robles	237-3387
Pat Butler Elementary	Tracey Hockett	Paso Robles	237-3407
Child Development Programs	Steven Campbell	Paso Robles	237-3383
Culinary Arts Academy	Rodney Blackner	Paso Robles	237-3346
George H. Flamson Middle School (6-8)	Gene Miller	Paso Robles	237-3350
Kermit King Elementary (K-5)	Paul Corso	Paso Robles	237-6170
Daniel Lewis Middle School (6-8)	Richard Oyler	Paso Robles	237-3450
Liberty Continuation High School	Bill Spencer	Paso Robles	237-3332
Paso Robles High School	Ed Railsback	Paso Robles	237-3333
Paso Robles Independent Study Center	Bill Spencer	Paso Robles	237-3370
Virginia Peterson Elementary	Wayne Petersen	Paso Robles	237-3401
Phillips/Freedom Community School	Edward Brown	Paso Robles	237-3482
Winifred Pifer Elementary	Ruben Canales	Paso Robles	237-3393
Judkins Middle School	Ian Penton	Pismo Beach	474-3600

Lucia Mar Home Study Program	Kathleen Pritchard	Pismo Beach	556-0682
Shell Beach Elementary	Ms. Schimandle	Pismo Beach	474-3760
San Luis Coastal USD	Dr. Ed Valentine	San Luis Obispo	549-1200
Hawthorne Elementary	Kirt Collins	San Luis Obispo	596-4070
Laguna Middle School	Diane Frost	San Luis Obispo	596-4055
Los Ranchos Elementary	Marylou Gooden	San Luis Obispo	596-4075
Pacheco Elementary	Rick Mayfield	San Luis Obispo	596-4081
San Luis Obispo Adult Education	Greg Halfman	San Luis Obispo	549-1222
Sinsheimer Elementary	Joyce Hunter	San Luis Obispo	596-4088
C.L. Smith Elementary School	Amy Shields	San Luis Obispo	596-4094
Cuesta College	Dr. Marie Rosenwasser	San Luis Obispo	546-3100
Cal Poly	Warren J Baker	San Luis Obispo	756-1111
San Luis Obispo High School	Will Jones	San Luis Obispo	596-4040
Bellevue-Santa Fe Charter School	Brian Getz	San Luis Obispo	595-7169
Bishop's Peak/Teach Elementary	Dan Block	San Luis Obispo	596-4030
Pacific Beach High School	Karen Lopez	San Luis Obispo	596-4023
Pleasant Valley JUESD	Tom Apkarian	San Miguel	467-3453
San Miguel USD	Dean Smith	San Miguel	467-3216
Lillian Larsen Elementary	Dean Smith	San Miguel	467-3216
Parkfield Elementary (Monterey County)	Dorothy Halic	San Miguel	463-2331
Pleasant Valley Elementary School	Tom Apkarian	San Miguel	467-3453
Santa Margarita Elementary	Wendy Smith	Santa Margarita	438-5633
West Mall Alternative School (K-8)	Melanie Karp	Santa Margarita	462-4238
Shandon Community Day School	Chris Crawford	Shandon	238-1158
Shandon JUSD	Chris Crawford	Shandon	238-0286
Shandon Elementary	Dan Peverini	Shandon	238-1782
Shandon High School	Chris Crawford	Shandon	238-0286
Shandon Middle School	Chris Crawford	Shandon	238-0286
Templeton USD	Dr. Deborah Bowers	Templeton	434-5800
Eagle Canyon High School	Dr. Deborah Bowers	Templeton	434-5833
Templeton Adult School	Doug Ferber	Templeton	434-5833
Templeton Elementary (K-2)	Katie Mammen	Templeton	434-5820
Templeton High School	James Fotinakes	Templeton	434-5888
Templeton Home School	Dr. Deborah Bowers	Templeton	434-5828

Templeton Independent Study H.S.	Dr. Deborah Bowers	Templeton	434-5846
Templeton Middle School (6-8)	Tom Harrington	Templeton	434-5813
Vineyard Elementary School (3-5)	Donn Shallenberger	Templeton	434-5840

Figure 2

Key San Luis Obispo County Youth Sports Leagues and Programs				
Program	Contact	Phone Number	Email Address	Description
City of San Luis Obispo Parks and Recreation		(805) 781-7305	slocity.org/parksandrecreation/sports.asp#Youth	Youth flag football offered every fall
Central Coast Youth Football Team (CCYFL)	Vic Kunze	(805) 441-1233	mvr3k@airspeedwireless.net	Chapters are located from Paso Robles to Lompoc; football and cheerleading for ages 8-14
Atascadero Youth Football League	Christian Cooper	(805) 712-7376	christianandchanel@gmail.com	Atascadero chapter of the CCYFL
Five Cities Youth Football League	Steph Cabalar	(805) 503-0371	Stephg413@aol.com	Five Cities chapter of the CCYFL
Nipomo Youth Football	Frank Servin	(805) 929-4997	frankserving80@yahoo.com	Nipomo chapter of the CCYFL
Orcutt Youth Football	Matt Hoffman	(805) 938-5797		Orcutt chapter of the CCYFL
Paso Robles Youth Football	Carie Taylor	(805) 674-0502	misscheer08@gmail.com	Paso Robles chapter of the CCYFL
San Luis Obispo Youth Football	Paul Trett	(805) 459-7404	p_trett@yahoo.com	San Luis Obispo chapter of the CCYFL
Santa Maria Youth Football	Manuel Ladesma	(805) 315-8104	manledesma08@gmail.com	Santa Maria chapter of the CCYFL
Templeton Youth Football	Dan Butz	(805) 423-3279	butzboys@hotmail.com	Templeton chapter of the CCYFL

Figure 3

Key San Luis Obispo/Santa Barbara County Hospitals				
Hospital	City	Contact	Email Address	Phone Number
French Hospital Medical Center	San Luis Obispo	Megan Maloney, French Hospital Medical Center Foundation	Megan.Maloney@chw.edu	(805) 543-5353
Sierra Vista Regional Medical Center	San Luis Obispo	N/A	http://www.sierravistaregional.com/en-US/Pages/ContactUs.aspx	(805) 546-7600
Twin Cities Community Hospital	Templeton	N/A	http://www.twincitieshospital.com/en-US/CWSApps/Feedback.aspx	(805) 434-3500
Arroyo Grande Community Hospital	Arroyo Grande	Volunteer Center	http://www.arroyograndehospital.org/Who_We_Are/Serving_the_Community/181914	(805) 489-4261
Marian Cancer Center	Santa Maria	Volunteer Center	http://www.marianmedicalcenter.org/Who_We_Are/Serving_the_Community/185365	(805) 739-3520

Figure 4

Key San Luis Obispo County Non-Profit Organizations				
Organization	Contact	Phone Number	Email Address	Description
Big Brothers Big Sisters	Anna Boyd-Bucy	(805) 781-3226	anna@slobigs.org	Aims to prevent juvenile delinquency, build self esteem and provide positive adult role models for children throughout San Luis Obispo County
CASA			staff@slocasa.org	Advocating every child's birthright to a safe, nurturing, healthy, permanent family
Family Care Network, Inc.	Allison Mahavier	(805) 781-3535	Amahavier@fcni.org	The largest private provider of children's mental health and social services on the California Central Coast
Food Bank Coalition of San Luis Obispo County	Carl Hansen	(805) 238-4664	chansen@slofoodbank.org	The only source of large-quantity donated and low-cost food to thousands of very low-income residents of San Luis Obispo County
LIFE		(805) 771-9550	info@lifeyouthprogram.com	L.I.F.E is a positive, nonprofit youth development organization, providing education and support for young children, teenagers and their parents.
Sexual Assault Recovery & Prevention Center of San Luis Obispo County	Shannon Rangel	(805) 545-8888		Our vision is to create a world that is free of sexual violence.
OPTIONS Family Services	Amy Taylor	(805) 772-6066		OPTIONS Family of Services is a non-profit organization serving San Luis Obispo & Santa Barbara counties that provides positive choices to people with developmental disabilties and traumatic brain injuries so that they may be fully included in their community.

San Luis Obispo County YMCA	Jen Kirkpatrick		jkirkpatrick@sloymca.org	The YMCA is a local non-profit organization offering fun, healthy and educational programs for children, families and adults throughout San Luis Obispo County. Volunteers, business leaders, program participants and other community neighbors guide the Y in its service to our community.
Habitat for Humanity of San Luis Obispo County	Justin Finch	(805) 782-0687	info@hfhsloco.org	Habitat for Humanity International (HFHI) seeks to eliminate poverty housing and homelessness from the world, and to make decent shelter a matter of conscience and action. Habitat has built approximately 30,000 houses around the world, providing over 100,000 people with safe, decent, affordable shelter.
United Way of San Luis Obispo County	Kara Edwall	(805) 541-1234	kedwall@unitedwayslo.org	United Way is committed to making San Luis Obispo County a better place to live. By focusing our efforts in three impact areas—education, income and health—we help provide opportunities for a better life for all. By giving, advocating and volunteering, you can join us as we Live United in our community!

Figure 5

Key San Luis Obispo County Morning Radio Shows			
Station	Contact	Email Address	Morning Show/Station Description
93.3 KZOZ FM	Jeremy West	jwest@americangeneralmedia.com	"Jeff and Jeremy in the Morning"; rock station. Appeals to male, college student demographic.
98.1 KKJG FM	Pepper Daniels	pdaniels@americangeneralmedia.com	"Jug Country Morning Show with Tom Keffury" ; country station (98.1 KJUG). Family fun; appeals to commuting parents and kids.
106.1 KWWV	Jojo Lopez	JoJo@WiLD1061.com	"Jojo Lopez in the Morning"; hit music station. Appeals to student demographic (Wild 106).
96.1 KSLY	Mark Mitchell	mark@mycatcountry96.com	"Mark and Becky in the Morning"; country station (Cat Country 96.1). Family fun; appeals to commuting parents and kids.
102.5 KSNI	Niki	jnk@sunnycountry.com	"Jan and Niki Mornings"; country station (Sunny Country 102.5). Family fun; appeals to commuting parents and kids from Lompoc to the Five Cities.