

TACOMA ATHLETIC COMMISSION FINAL REPORT



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BUS 482 - Strategic and Management Consulting
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Letter of Thanks

Dear Karyn and the Tacoma Athletic Commission,

It has been a great pleasure working with you this past semester. At the beginning of the project, we did not know what quite to expect, but we were enthusiastic to get started. Each of us are proud Washingtonians. We also have individual connection to sports. Combining the two is what attracted us to work with an organization that is extremely passionate about supporting sports and the civic betterment in Pierce County. We appreciate the dedication of the members and the time Karyn dedicated to helping us become acquainted with everything that is TAC. The experience we have had working with TAC has been memorable to say the least.

We have worked hard this semester to gain an understanding of the internal and external environments of TAC in order to identify the problems that must be addressed. From attending events to surveying members and conducting external research, we have created solutions that will satisfy member needs of increasing memberships and brand awareness in Pierce County. This report will outline our recommendations while providing support from the research we have conducted. As you read the report, we encourage you to be open to the new systems we have recommended as we believe they will have a positive impact on TAC and its members. We hope you find the recommendations and information useful to help TAC continue its longstanding tradition in Tacoma-Pierce County.

We thank you again for this wonderful opportunity. We wish you all the best.

Sincerely,

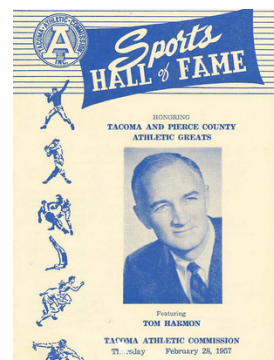
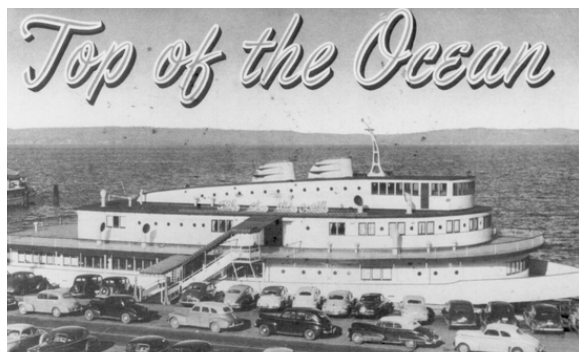
Cal Hansen, Carson Sandwith, Tess Carden
University of Puget Sound Strategic Consulting Team



Organization Overview

History

During World War II, local sports and recreational communities helped keep morale and promote a healthy lifestyle. For soldiers, participation in local sports activities was encouraged to ensure their ability to complete their military duties (Tacoma Athletic Commission, 2022). The relationship between the military and local sports inspired the formation of the Tacoma War Athletic Commission (TWAC) on December 30th, 1942. Throughout the war, TWAC financed athletic equipment for soldiers stationed at Fort Lewis, Fort McChord, and overseas (Tacoma Athletic Commission, 2022). In 1946 when the war ended, TWAC was renamed Tacoma Athletic Commission (TAC) and refocused its efforts on financial support for local schools, programs, and contests. After purchasing the Top of the Ocean restaurant for the TAC headquarters, the introduction of slot machines and an assortment of sports events in the mid-50's instigated a period of peak membership, totaling over 4,000 members. As TAC began to imagine ideas for honoring local athletes, the organization brought its vision to life by helping establish the Tacoma-Pierce County Sports Hall of Fame in 1957 and the Washington State Sports Hall of Fame in 1960. Other significant accomplishments of TAC include playing a crucial role in campaigning and financing the Tacoma Dome and the creation of the Shanaman Sports Museum in 1994. Today, TAC continues its traditions by being "a sports-minded civic organization which raises funds, stages events, and recognizes the athletic achievements of fellow citizens in County" (Tacoma Athletic Commission, 2022). With its legacy rooted deep in Tacoma's history and sports accomplishments, TAC's contribution to the local community is significant.



Problem Statement

The primary problem that the TAC is facing, which continues to limit its growth and generates sustainability concerns, is its aging member population. The long-standing non-profit's member pool has continually seen a net decrease in its quantity as many members transition into retirement, no longer hold the financial standing to make payments or pass on. The TAC's primary means of revenue are membership dues and corporate donations, inherently meaning their yearly income has continuously dwindled in response to declines in membership. Additionally, generating brand awareness through marketing, philanthropy, and social events has been limited, as fewer members are available to participate, and those that are show diminished interest.

Internal Environment

Mission, Vision, and Goals

Mission: "The Tacoma Athletic Commission (TAC) is dedicated to sports and civic betterment in Pierce County. We raise funds, stage events, recognize excellence in amateur athletics, and provide support for youth sports."

Vision: Currently, the Tacoma Athletic Commission does not have a vision statement. This has the potential of being a recommendation you see later on in the analysis section of our report (p. 41).

Organization Goals:

- Increase overall membership
- Establish more diversity within the organization (age, gender, race, ethnicity)
- Add volunteers to committees and leadership roles
- Grow the youth sports funds in order to maximize the mission statement
- Build relationships with local businesses in the community
- Spread awareness about the Tacoma Athletic Commission

Current Member Demographics

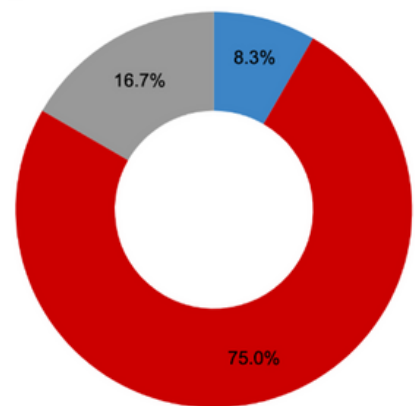
As of 2022, there are 147 active members of the TAC (Tacoma Athletic Commission, 2022). Nine of these members serve as officers on the executive committee. It is important to note that as the TAC is a not-for-profit organization; almost all members also have a primary occupation or are retired.

Through the use of a survey distributed to all members, the demographic variables associated with these individuals can be further analyzed. Although the quantity of responses recorded does not necessarily constitute statistically significant data, the responses still provide insight into the TAC's demographic composition.

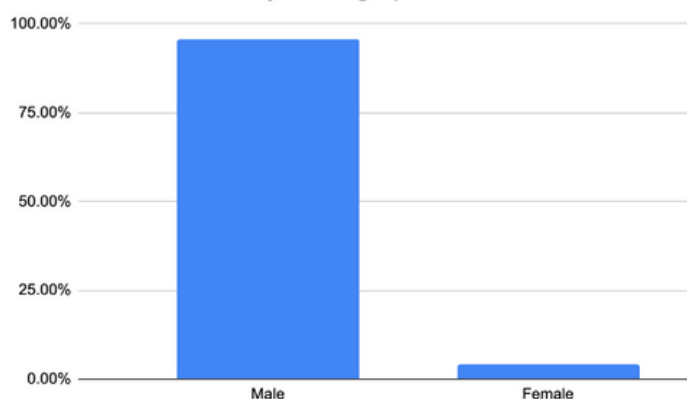
The TAC's current age demographics greatly reflect an aging population. While 75.0% of members who participated in the survey provided responses indicating their age was between 60-75, only 8.3% reported their age in a range between 30-60. 16.7% of responses recorded indicated the respondent being over the age of 75, with two respondents being over the age of 90. At this time no answers recorded indicated members as under the age of 30 (Sandwith et al., 2022).

Current Age Demographics of TAC Members

● Ages 30-60
● Ages 60-75
● Ages Greater Than 75



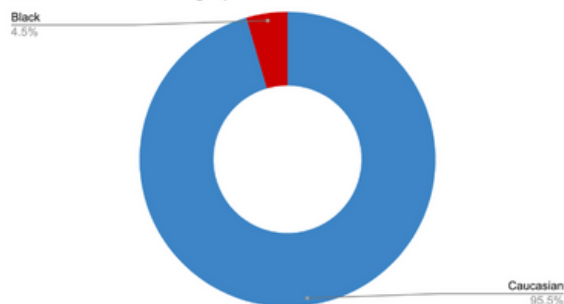
Current Gender Identity Demographics of TAC Members



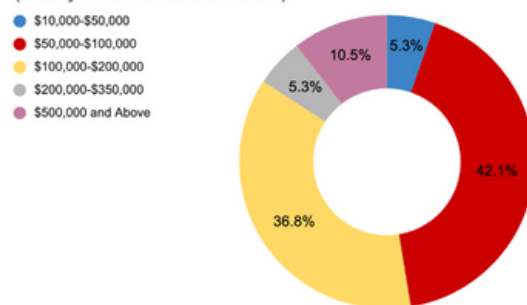
The data collected from TAC members through the means of a survey reflected its collective gender identity as 95.8% male. The remaining people who indicated themselves as female accounted for 4.2% of all responses (Sandwith et al., 2022).

Data collected from the survey distributed to TAC members revealed that 95.5% of respondents identified themselves as White, while only 4.5% identified as Black. No other recorded responses could constitute different ethnicities (Sandwith et al., 2022). As indicated by the data recorded from the survey distributed, the financial standing of TAC members has some variance. At a 42.1% rate, most members indicated their yearly income before taxes to be in the \$50,000-\$100,000 range. Only 5.3% of respondents indicated their annual income to be in the \$10,000-\$50,000 range, while 10.5% reported an income of over \$500,000. The second-largest percentage of respondents, at 36.8%, reported a yearly income of \$100,000-\$200,00. The remaining respondents, at 5.3%, indicated their annual income before taxes was within the \$200,000-\$350,000 range (Sandwith et al., 2022).

Current Ethnic Demographics of TAC Members

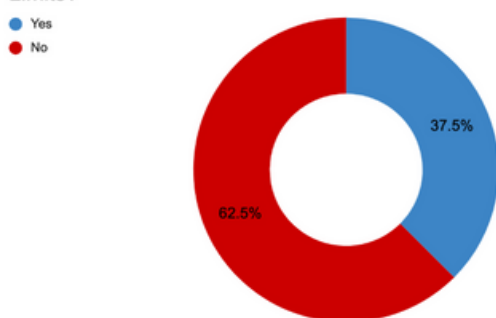


Current Financial Demographics of TAC Members (Yearly Income Before Taxes)

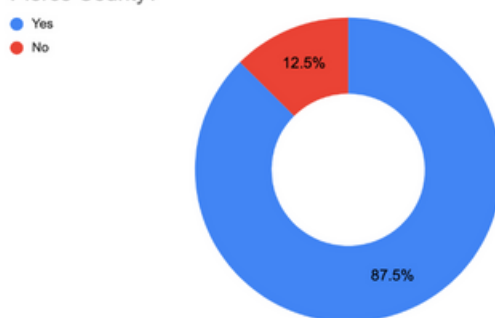


The survey responses also indicated that while the non-profit is titled the Tacoma Athletic Commission, only 37.5% of its members actually live within Tacoma city limits. Of the 62.5% of non-Tacomans, 87.5% are Pierce County residents. (Sandwith et al., 2022).

Do Current Members of the TAC Live Within Tacoma City Limits?



Do Current Members of the TAC Live Within the Boundaries of Pierce County?



Events

The TAC hosts a plethora of events during the year. Besides their monthly member and executive committee meetings, the majority of their events are recognition ceremonies for local high school and college athletes, as well as their annual Golden Gloves Boxing Championships (currently in their 70th year – second oldest in the United States) and the TAC Celebrity Golf Classic.

Along with these events, the Tacoma Athletic Commission supports other organized events in greater Tacoma by other organizations, such as various Washington Interscholastic Activities state championships; local and regional competitions hosted by Metro Parks, Pierce County Parks, high schools, colleges, sports clubs, and teams; and sports gatherings by Tacoma South Sound Sports.

Information about TAC's events can be obtained from its website.
(www.tacomaathletic.com)

Meetings

TAC Lunch Meeting

These meetings take place on the **second Thursday of every month**. Meetings are an opportunity for TAC members to catch up with friends, enjoy a delicious lunch, and get informed on future events and activities going on within the organization, as well as get the pleasure of hearing from generous guest speakers. These speakers range from local sports radio hosts to NFL (National Football League) referees. In addition, members are encouraged to bring a friend(s) who is/are curious about joining the organization.

Event Type: General/Open to the Public

Accessibility: Currently offering in-person or Zoom call

Third Thursday Meeting

These meetings take place on the **third Thursday of every month**. See description for TAC Lunch Meeting. The style is very similar; however, these meetings are the following week, and start in the evenings.

Event Type: General/Open to the Public

Accessibility: Currently offering in-person or Zoom call

Executive Committee Meeting

These meetings take place on the **second Tuesday of every month**. Meetings are a collaborative space for executive members to formulate and pitch creative ideas on how to expand the organization. Also, members discuss future event planning such as recognition ceremonies, boxing championships, or various WIAA (Washington Interscholastic Activities) state championships.

Event Type: General/Open to the Public

Accessibility: Currently offering in-person or Zoom call

Events

The Last Hurrah - Oldtimers' Banquet

Scheduled for: **March 20, 2022**

This award ceremony is hosted by TAC in partnership with the Tacoma-Pierce County Oldtimers Baseball-Softball Association to induct worthy members into the organization's baseball, fastpitch, and slow-pitch Halls of Fame, as well as other related categories.

Event Type: Club Event

Accessibility: In-person

Winter Sports - Athlete of the Year Ceremony

Scheduled for: **March 21st, 2022**

This ceremony recognizes male and female high school student-athletes from the Tacoma-Pierce County area for their outstanding work exhibited in the classroom and partaking in their winter sport on the field/court.

Event Type: Club Event

Accessibility: Zoom call

Tribute to Champions and Distinguished Achievement Ceremony

Scheduled for: **May 17, 2022**

This special event recognizes those within the Tacoma-Pierce County community who have achieved the highest level in sports. Tickets are available on an exclusive Tribute to Champions website. (tributetochampions.org)

Event Type: Club Event

Accessibility: In-person

Golden Gloves Boxing Championships

Scheduled for: **June 10 - 11, 2022**

A Tacoma tradition, this event is hosted by TAC and showcases an amateur boxing tournament. TAC members, as well as Tacoma-Pierce County residents, are all invited to watch this sporting event. Tickets are available on TAC's website (ClubRunner) weeks prior to the event.

Event Type: General/Open to the Public

Accessibility: In-person



Salute to Sports Award Ceremony

Scheduled for: **June 16, 2022**

This ceremony is TAC's end of the year, high school award banquet. The banquet awards spring-sport high school student-athletes for their outstanding work in the classroom and on the court/field. In addition, TAC partners with the Names Family Foundation to award an elite cast of high school students with scholarships for their excellence during high school.

Event Type: Club Event

Accessibility: In-person

TAC Celebrity Golf Classic

Scheduled: **Hopefully in July or August 2022**

TAC's biggest fundraising event with multiple sponsors covering individual hole challenges, and fundraising opportunities, the Golf Classic will be hosted at the Highlands Golf Course. Due to the pandemic, TAC's Golf Classic was canceled in 2021 in order to limit the spread of COVID-19. The goal is to schedule the tournament in July or August.

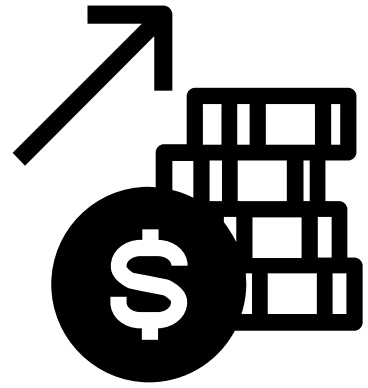
Cost

Most of the meetings are open to members and the general public free of charge, however, lunch is usually provided at a cost of \$13/ person. For other events like banquets and award ceremonies, honorees are free of charge, but family members and friends are subject to ticket purchases which are accessible through the TAC website. In addition, The Golden Gloves Boxing Championships are subject to ticket purchases on the TAC website. To be a part of the TAC Celebrity Golf Classic, team signups are posted on TAC's website. All participants are subject to an initial fee for tournament entry.

Financial History

The TAC is a non-profit organization whose primary focus is not profit maximization but instead on injecting capital back into the community through means of supporting amateur athletics. The only employee that the TAC retains on its payroll is Executive Director/Secretary and Chair of the ClubRunner committee, Karyn Siegrist.

According to the TAC's most recently published profit and loss sheet, there was an expense of \$5,000 YTD linked to the Executive Secretary's pay (QuickBooks, 2022). Every other member who holds an officer position within the non-profit is a volunteer and is expected to organize their own events and, for the most part, finance them.



As of 2022, the majority of the TAC's income stems from membership dues and donations made by organizations such as the Names Foundation and Columbia Bank (QuickBooks, 2021). Currently, membership dues account for \$10,300 of income, while corporate donations account for \$55,000 (QuickBooks, 2021, 2022). Unfortunately, due to the recent net losses in membership, one of TAC's primary sources of income has inherently become less profitable. Additionally, while the local organizations making significant donations on a yearly basis certainly have aided in the TAC's financial wellbeing, the non-profit's inability to find additional corporate sponsors has led to a plateau in income. That plateau in earnings leads to a plateau in events, ceremonies, and marketing. This dilemma can be reflected by the TAC's income of \$65,300 recorded in the 2022 profit and loss sheet (QuickBooks, 2022). While much can be accomplished with this amount of funds, the goals that the TAC has set for itself are challenging to achieve with a value of just over \$65,300.

When TAC officers pursue a project that requires financial backing, they are generally expected to find their own sponsorships or donations to fulfill those needs. Ideally, the TAC would like to obtain more corporate sponsors and paying members in order to further build its reserve of funds. This reserve can be utilized to mitigate the struggle of consistently finding new avenues for funding and provide more opportunities to support amateur athletics in Pierce County and potentially beyond.

**NAMES
FAMILY
FOUNDATION**



BEN B. CHENEY FOUNDATION
Helping people and their communities

Executive Committee

All information regarding the roles and responsibilities of the TAC Executive Committee and Standing Committees was taken from TAC Bylaws (Tacoma Athletic Commission, 2022).

President : Jim Merritt

The President's duties include leading TAC, calling all meetings, nominating standing committees, signing TAC's legal documents, general supervision of the affairs of TAC, and ensuring that the by-laws and regulations are rigidly enforced.

Vice President: Unfilled

The Vice President assists the President in matters necessary to the functioning of the organization and shall assume the duties of the President in his or her absence.

Treasurer: Terry Ziegler

The Treasurer is responsible for the care and custody of TAC's funds and securities, keeping regular books of accounts, and depositing all funds in the name of TAC.

Secretary: Karyn Siegrist

The Secretary shall maintain an accurate record of the proceedings of TAC, keep custody of TAC's documents and records, attend to the official correspondence of TAC, and call TAC meetings for the election of a temporary chairman in the absence of the President and Vice President.

Standing Committees

Athlete of the Year Committee (AOY) – Chair: Willie Stewart

The AOY Committee is responsible for reaching out to local schools for athletes to be recognized at TAC meetings. The committee organizes the Tom Names Salute to Sports, Athlete of the Year Banquet, and the television broadcast of the Athlete of the Year awards.

ClubRunner Committee – Chair: Karyn Siegrist

The ClubRunner Committee oversees all member communication within TAC. The committee writes and distributes the monthly newsletter and maintains the ClubRunner website.

Corporate Partners Committee – Chair: Mark Mininger

The Corporate Partners Committee handles all fundraising and grants. The committee is responsible for crafting the newly proposed Sports Discount Card.

Finance Committee – Chair: Terry Ziegler

The Finance Committee accepts all written requests for financial assistance and submits recommendations on each request to the Executive Committee at their regular meetings.

Golden Gloves Committee – Chair: Greg Plancich

The Golden Gloves Committee is in charge of organizing the Golden Gloves event, including pre and post-events. This includes renting a facility to accommodate the event, printing and selling tickets to the event, finding volunteers to work the event, ordering awards, and performing other duties required to ensure a successful event.

Golf Tournament Committee – Chair: Unfilled

The Golf Tournament Committee is responsible for organizing the golf event, including scheduling the golf course, catering, and selecting the date for the tournament. The committee administers tickets, prints necessary advertising, orders awards, and performs other duties as required to ensure a successful event.

Standing Committees (Cont.)

Grant Awards Committee – Chair: Unfilled

The Grant Awards Committee is tasked with managing and directing all outgoing funds for awards. The committee works deliberately to issue TAC grants.

Membership Committee – Chair: Pat Garlock

The Membership Committee is charged with increasing the general membership.

Program/Speakers Committee – Chair: Jim Whitacre

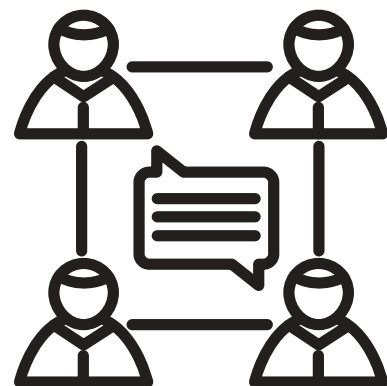
The Program/Speakers Committee plans presentations and selects speakers for TAC membership meetings.

School Connectors Committee – Chair: Aaron Roetcisoender

The School Connectors Committee is responsible for keeping communication between the TAC and the high schools in Pierce County. The committee assigns members to a specific high school, creating a liaison that keeps the TAC updated on the latest news, promotions, and scholarships of each high school.

Communication

A monthly newsletter is TAC's primary method to keep its members informed on what's going on within the organization. The newsletter is distributed via email list and is posted on the TAC website. TAC's monthly newsletter reaches all active members as well as potential members, totaling roughly 200 people. The newsletter features upcoming events, member spotlights, local awards, and the latest updates within TAC. Currently, Karyn Siegrist is the only writer of the newsletter.



Online Presence

Alongside utilizing the newsletter to communicate with its members, the TAC also employs several online platforms to reach its current members and those with potential interest. Currently, Chair of the ClubRunner Committee and Executive Secretary Karyn Siegrist is the only member responsible for managing the TAC's online presence. The TAC can be found at tacomaathletic.com, as well as on Facebook, Twitter, Instagram, and YouTube.

Website

As of April 2022, the TAC's updated website has been accessible to the public through the tacomaathletic.com domain. The organization's self-titled "website migration" is still in process, as much relevant historical data regarding the TAC remains on the historical website waiting to be imported. Aside from the historical data that is yet to be incorporated, the new tacomaathletic.com retains many elements of the old site while building on suggestions that members and the UPS consulting group made to improve the site's utility.

Upon viewing the website's home page, one can find up-to-date information regarding the TAC's upcoming events on the newly renovated calendar and "Upcoming Events" tabs. Not only is the minimum information of when and where the event is provided, but further elaboration on what these events entail, and expectations of attendees are provided.

Additionally, the updated TAC website now has several links to applications not only for prospective new members but amateur athletes seeking financial aid, potential corporate sponsors, and those who want to make one-time donations. Each of these applications is directly accessible through the TAC website and no longer requires first contacting a TAC representative for further inquiries. Although, visitors of the site can still access a "Contact Us" tab that puts them in contact with Executive Director/Secretary Karyn Siegrist if questions or inquiries that the site does not account for arise. Furthermore, the site provides links to its social media accounts including Facebook, Instagram, and Youtube (Tacoma Athletic Commission, 2022).

Under the tab, “Club Executives” one can find a list and contact information of the TAC’s executive committee members, much like the old website. Also, similarly to the historical website, is an abundance of current Pierce County amateur athletic news compiled under the “Blog/Stories” tab. This portion of the website differentiates itself from its counterpart on the old website, however, in the sense that members are given special access to the site and are able to create their own blog posts for the TAC community. This permission is not granted to the general public and aims to not only incentivize membership but increase engagement amongst current members.

To elaborate on the transition that the current website has made over the past several months, as well as determine its current position in the process, a step-by-step explanation of the website transition that Ms. Siegrist has been conducting is provided.

1. Design a new website through ClubRunner, a cloud-based website management software, while the original website remains functional and accessible to the public.
2. Incorporate new and useful aspects to the new website such as bulletin boards, mailing lists, streamlined online payment and applications, and more.
3. Upon completion of the new website, the contents of the old website will be incrementally uploaded to the new site and merged with the new components added by Ms. Siegrist.
4. The domain [tacomaathletic.org](https://www.tacomaathletic.org) will continue to direct browsers to the historical site, while [tacomaathletic.com](https://www.tacomaathletic.com) will direct browsers to the new site.
5. After all, content has been transferred to the new site, both [tacomaathletic.com](https://www.tacomaathletic.com) and [tacomaathletic.org](https://www.tacomaathletic.org) domains will direct browsers to the new site.
6. The old website will no longer be accessible or exist.



Tacoma Athletic Commission

Member Login

Search 

[Home](#) [About Us](#) [Get Involved](#) [Events and Meetings](#) [Awards & Scholarships](#) [Contact Us](#) [DONATE](#)

<https://www.tacomaathletic.com/>

Social Media Presence

Facebook



The TAC's Facebook page is its most frequently utilized platform and promotes its mission, events it is hosting, youth sporting events occurring in the local area, and provides contact methods. The TAC Facebook site is labeled as a community page and retains 266 followers, while 252 people have clicked they “like” it. The most recent post made on the page was on April 19, 2022, which is the most recent activity on any TAC social media platform. Although the TAC Facebook page has over 200 followers, each respective post can expect to see anywhere from two to ten likes. The page was created in October of 2014 (Tacoma Athletic Commission, 2014).

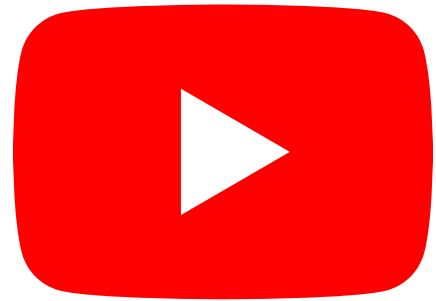
Instagram



The TAC's Instagram page is one of its newer additions to its social media repertoire, with its first post being on October 21, 2021. Falling in accordance with both the TAC's Facebook and Twitter pages, the Instagram account possesses a link to the organization's website in its bio and promotes local youth athletics, and upcoming events it is hosting. However, unlike the Facebook and Twitter pages, the TAC's Instagram currently only has 26 followers and 18 posts. Although the number of interactions on the non-profit's Instagram page is not as significant compared to its other platforms, averaging one and a half likes per post, it is relatively active. Throughout each month of the account's existence, at least one post has been made. The TAC aims to continue becoming more adept with this platform and grow its audience in efforts to attract more youth to the organization (Tacoma Athletic Commission, 2021).

YouTube

While the TAC has just recently created its own YouTube account, its most viewed video that they openly promote and are directly associated with is posted by an account going by the name of Kirk Isakson. This video is titled “TAC 75th Anniversary 2018,” and describes the entire history of the organization throughout its 15 minute and 30-second runtime. The video currently has 162 views, and the channel possesses 47 subscribers (Isakson, 2018). Mr. Isakson is not currently listed as an active member of the TAC; however, he is now retired after spending many years employed by Pacific Lutheran University. Upon viewing other uploads to the Kirk Isakson Channel, one will notice many videos concerning TAC events, such as the Tribute to Champions. The most recent post on the channel was made on July 19, 2020, and provided viewers with an update on how COVID was to affect the upcoming Tribute to Champions event. The TAC's official YouTube channel, simply titled “Tacoma Athletic,” was recently created as previously mentioned and posted its first and only video on February 24th, 2022. The account and video were both created in response to the 2021 Fall Athlete of the Year award ceremony being disallowed by local school districts to be held in person. The solution was to compile video recordings of all those who were intended to speak, present, or receive awards in person and produce an almost 2-hour long presentation for the public through the YouTube platform. The video already has accumulated 162 views in its short existence, while the channel itself has only gained two subscribers. As the potential need for online venues continues to be present in today’s era, the TAC plans to utilize YouTube for conducting virtual ceremonies and potentially live streaming them (Tacoma Athletic Commission, 2022).





Twitter

Although the TAC has not posted on its Twitter account since November of 2019, they still possess a relatively high follower count of 260 (Tacoma Athletic Commission, 2014). The TAC discontinued its use of Twitter in 2019 due to a lapse in communication regarding which members have access to the account. Towards the end of its usage, however, a post rarely received greater than four interactions. The account was created in September of 2014, and similarly to the non-profit's Facebook page, provided much information on ongoing youth sporting events, events being organized by the TAC, and retweets regarding the affiliated Shanaman Sports Museum of Tacoma (Shanaman Sports Museum of Tacoma/Pierce County, 2019). The bio of the account provides users with a link to www.tacomaathletic.com as well as a brief summary of their operations. 814 posts have been made on the TAC Twitter page since its conception.

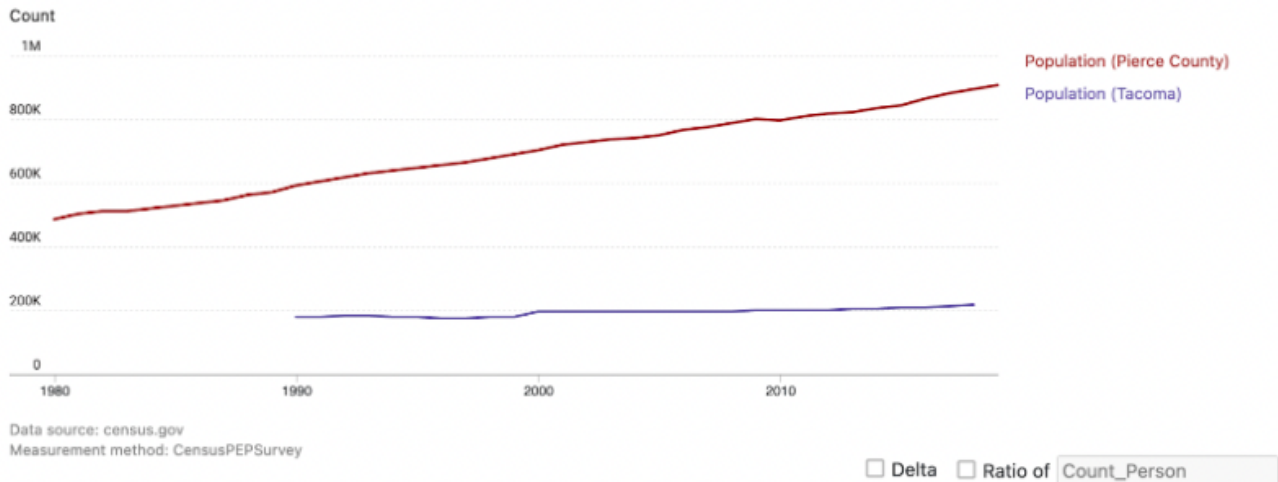
Merchandise/Logo

TAC's logo has remained unchanged throughout the years. The logo feels out of date as it lacks brand personality. Currently, TAC has very limited quantities of branded merchandise and is not actively selling merchandise on any platforms or at any events.

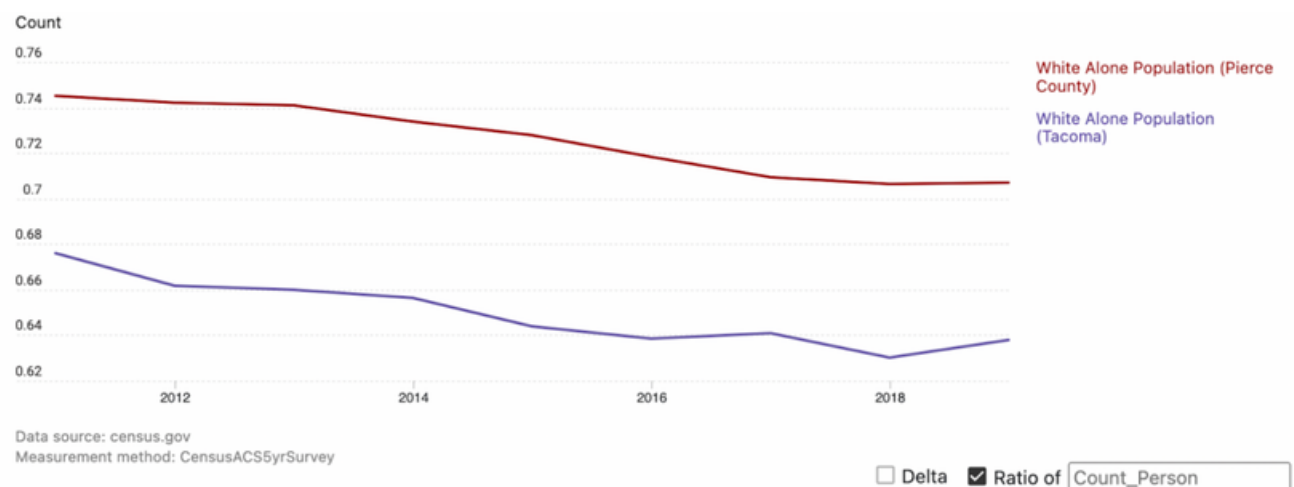
External Environment

Tacoma-Pierce County Demographics

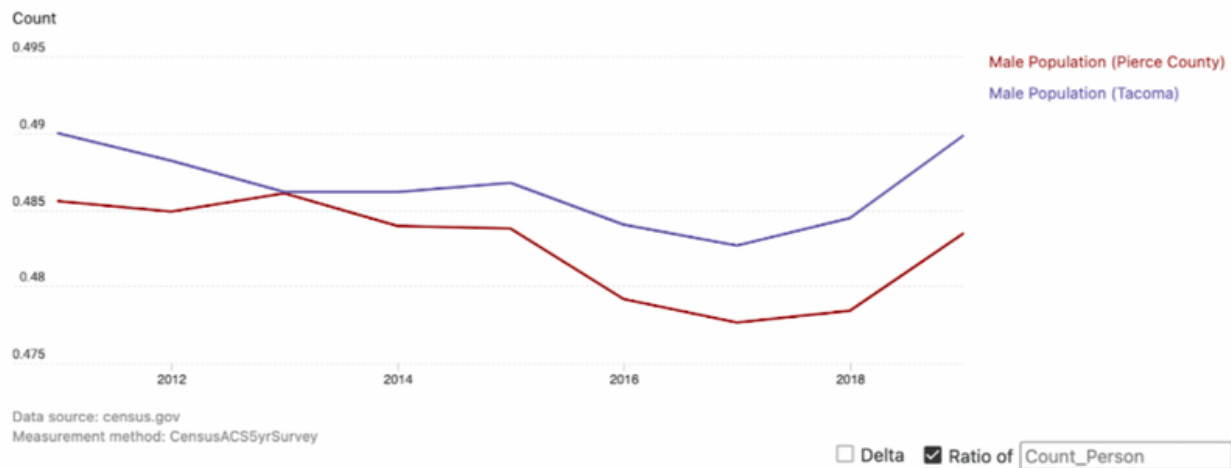
As of 2019, it is estimated that the population of Pierce County is approximately 905,000, while the population of Tacoma is about 213,000 (U.S. Census, 2022).



While internal demographics of the TAC showed that almost the entirety of their member population was white (Sandwith et al., 2022), census data shows that about 70% of Pierce County residents claim to be white alone, while about 64% of Tacoma residents do the same (U.S. Census, 2022).

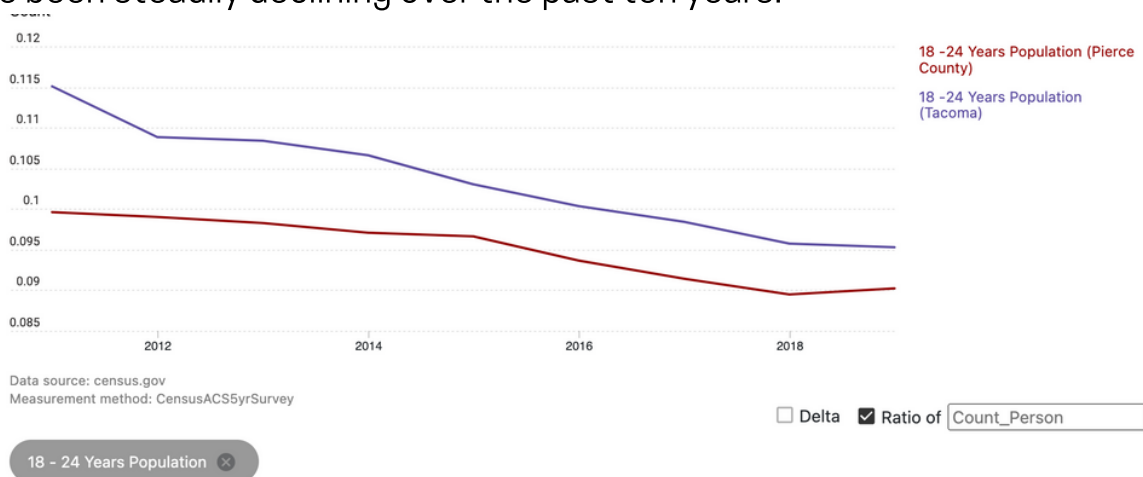


Furthermore, 96% of TAC members are male, whereas only 49% of Tacoma residents and 48% of Pierce County residents are male that their members were male (Sandwith et al., 2022) (U.S. Census, 2022).



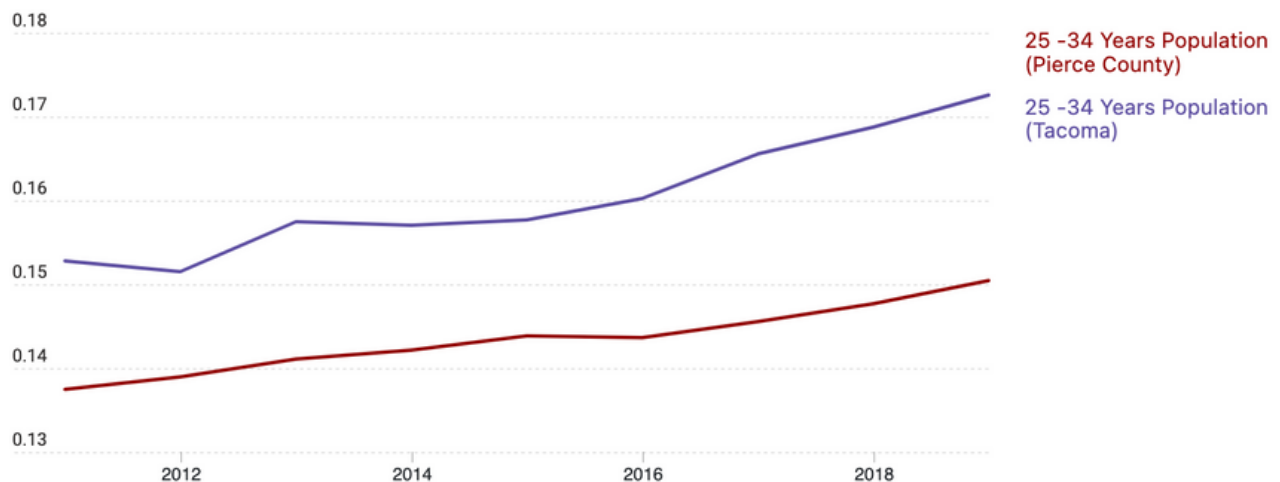
Tacoma-Pierce County Age Demographics

As the TAC's problem statement clearly addresses their need for younger members as their current member population ages, it is crucial to evaluate the current age demographics of their market. The first age group that the TAC is targeting as potential members is 18-24 year-olds. Many of these individuals are recently involved with Tacoma Public Schools and universities and may be interested in supporting athletics programs they were previously involved with. As of 2019, about 10% of 18-24 year-olds comprised the total population of Tacoma, while about 9% composed the population of Pierce County (U.S. Census, 2022). However, as made apparent by the figure attached, these ratios have been steadily declining over the past ten years.



Tacoma-Pierce County Age Demographics (Cont.)

The next age group that the TAC hopes to target in expanding its age demographics is 25-34 year-olds. This age group is assumed to consist of more individuals who are beginning to be settled in their occupation and residence and may have started a family. Those who have started a family may have children who participate in athletics at the local schools. In theory, this should encourage those 25-34 year-old parents to seek out ways to support youth athletics that their children are participating in through donations of their time or finances. One method in which these parents could potentially pursue those actions is by becoming a member of the TAC. As of 2019, 15% of Pierce County residents are between 25 and 34 years old, while about 17% of Tacoma residents are within those ages (U.S. Census, 2022). These ratios have continued to grow over the past ten years, as made apparent by the figure below.



Data source: census.gov

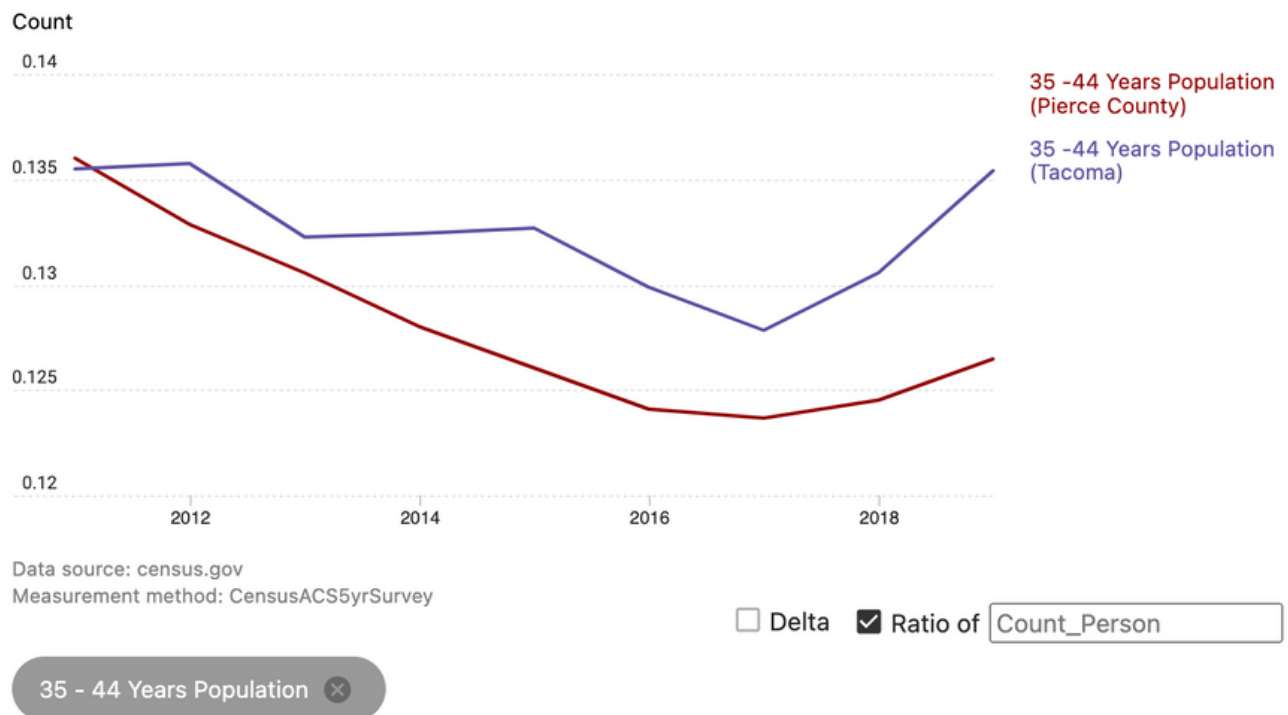
Measurement method: CensusACS5yrSurvey

☐ Delta ☒ Ratio of

25 - 34 Years Population

Tacoma-Pierce County Age Demographics (Cont.)

The final age group worth briefly evaluating is those who are between the ages of 35 and 44. The logic behind targeting this age group is nearly identical to that of the 25-34 year-old age group while assuming these individuals are even further established in their livelihoods. As of 2019, about 13% of the Pierce County population was composed of 35-44 year-olds, while 14% of Tacoma's population reported being within those ages (U.S. Census, 2022). As shown by the figure attached, this ratio has increased since 2017.



Demographics of Social Media Usage

As of January 2022, Facebook is still the most used social media platform with almost 3 billion monthly users (DataReportal, 2022). Following closely behind, YouTube has 2.6 billion monthly users, and Instagram has 1.5 billion monthly users (DataReportal, 2022). Additionally, Facebook's users are the most diverse in age, ethnicity, income, education, and location. Facebook's popularity and reach make it an effective tool to continue to expand and diversify TAC's membership.

Instagram is the most favorable social media platform for younger generations. Of people between the ages of 18 and 29, 70% use Facebook and 71% use Instagram (Pew Research Center, 2022). In contrast, of people between the ages of 30 and 49, 77% use Facebook and 48% use Instagram (Pew Research Center, 2022). The steep decline in Instagram use amongst the two age groups represents the younger generation's preference towards Instagram. A stronger Instagram presence is essential for TAC to get in touch with the younger audience.

% of U.S. adults in each demographic group who say they ever use ...

	Facebook	Instagram	LinkedIn
Total	69%	40%	28%
Men	61%	36%	31%
Women	77%	44%	26%
Ages 18-29	70%	71%	30%
30-49	77%	48%	36%
50-64	73%	29%	33%
65+	50%	13%	11%
White	67%	35%	29%
Black	74%	49%	27%
Hispanic	72%	52%	19%
Less than \$30K	70%	35%	12%
\$30K-\$49,999	76%	45%	21%
\$50K-\$74,999	61%	39%	21%
More than \$75K	70%	47%	50%
High school or less	64%	30%	10%
Some college	71%	44%	28%
College graduate	73%	49%	51%
Urban	70%	45%	30%
Suburban	70%	41%	33%

(Pew Research Center, 2022)

Competition and Similar Organizations

The TAC serves a somewhat niche market, considering their primary focus on Pierce County amateur athletics, making the current threat of substitutes and barriers to entry relatively high. While it may seem that organizations such as the Boys and Girls Clubs of America, Rotary Clubs, and public services would compete for members and revenue with the Tacoma Athletic Commission, more often than not, the TAC is reinvesting in organizations such as those itself.

In fact, when attempting to seek out potential substitutes for the TAC's services, one may commonly discover information concerning the similarly named Tacoma South Sound Sports Commission and Tacoma Athletics Club. While the similarities in names can certainly confuse an individual unfamiliar with any one of the organizations, upon further inspection, it is clear to see their significant differences.



The Tacoma South Sound Sports Commission, while still hosting many athletic events in Pierce County as well as providing funding for them, strictly participates in professional sports rather than an amateur. The athletes competing in these events also come from all across the globe, instead of strictly being local. Some of the events that the Tacoma South Sound Sports Commission has supported are the U.S. Open, the World Water Ski Racing Championship, the Nastia Lukin Cup, and several professional cycling races (TSSSC, 2022).

The Tacoma Athletics Club functions almost entirely differently from these two organizations. While the name may indicate that the organization supports athletics in the greater Tacoma area, they are actually doing so by being a training center for AAU coaches (Tacoma Athletics Club, 2022). The organization does not reinvest financially into the Pierce County amateur athletic scene but donates its time and invests in developing strong coaching for youth athletes to experience.

The Threat of Booster Clubs

The TAC's greatest concerns regarding competitiveness should not stem from a single organization but rather a collection of them in booster clubs. The TAC currently supports four local universities and attempts to support the 19 school districts situated within Pierce County (Pierce County Library System, 2022). Logically, it would make sense for the parents of students at these schools to financially support their programs in the best interest of their children. In turn, the TAC is one avenue those parents could take to do so. However, it is important to note that most of these schools and districts have organized groups of their own such as booster clubs, intended to raise funds for bettering athletic and academic infrastructure.

For example, Graham Kapowsin High School, which is the largest high school in Pierce County, created its own booster club in 2008; the organization has monthly meetings and is primarily composed of students' guardians (GKBC, 2022). Puyallup High School is the second largest in Pierce County and also has a longstanding booster club that meets monthly and is also composed mainly of the families of students (PVBC, 2022).

These clubs are not limited to high schools; however, Pacific Lutheran University also possesses an organization titled Lute Club Athletics, which accepts donations on behalf of its athletic programs (PLU, 2022). This type of club at the university level is not necessarily controlled or dominated by students' families, as more fans of the universities' teams tend to contribute. Regardless of who contributes financially to these clubs, the threat remains that they are being poached from the TAC. It is unknown how likely an individual is to contribute to both a booster club and the TAC. Still, the potentiality of possible donors choosing between one or the other is apparent.



Booster Club Benefits

Booster clubs are an extraordinarily valuable resource for communities that need help with tasks like fundraising and event help. The primary focus of booster clubs is to raise money for different programs through the organization of events and activities that the community can take part in. A booster club is one of the most efficient and direct fund-raising systems for any school department or private organization, whether it be music, arts, academics, or athletics. Below, we will examine why it's beneficial to get involved with a booster club.

Booster Clubs Benefit Programs Financially

One way to get involved with a booster club is by simply being a booster club volunteer. Volunteering allows you to take an active part in raising funds, overall management, or event coordination. Being a part of a booster club is both a social connection and an experience that allows someone to support student activities, raise funds to help counteract school budget cuts, and be proactive through more involvement within your local community ("Why Get Involved with Booster Clubs?" 2018). To run any kind of extracurricular program is extremely expensive, with necessities like equipment, supplies, and uniforms, which can put a strain on any budget. Booster clubs help ease the strain of dealing with tangible expenses and supplies by earning money through various forms of fundraising, which are separate from the school's budget. Booster clubs are essential for participating because they help support schools or organizations with financial instability.

Booster Clubs Build Community Interaction

Normally, booster clubs are created around a school or organization with a well-established community of active volunteers and participants. A benefit of partaking in booster clubs is that you get closer to the members of said community. The majority of booster club participants are parents whose kids are involved with an activity associated with a school or organization. Parents get to bond with other parents, as well as their children, by taking active roles in their child's activities. In addition, participants give students direct support and encouragement to push them towards betterment through the organization of events like academic and athletic award ceremonies. These events honor individuals for their achievements in class and through extra-curricular activities which can be extremely beneficial in maintaining a healthy and supportive environment.

Booster Clubs Positively Influence How Programs are Run

Booster clubs are a valuable resource in the school environment. This means that on occasion, booster clubs have some input regarding how a program is run or managed. Booster clubs exert substantial amounts of time, energy, and money on specific departments; however, their contributions can go beyond monetary donations and event volunteering. Sharing ideas on ways in which a program can improve is a valuable skillset booster clubs bring. As active booster club members, members have already proven their commitment through their involvement which means ideas will have a higher chance of being heard and carried out. Ultimately, active members add a positive influence on the program as a whole (“Why Get Involved with Booster Clubs?” 2018a).

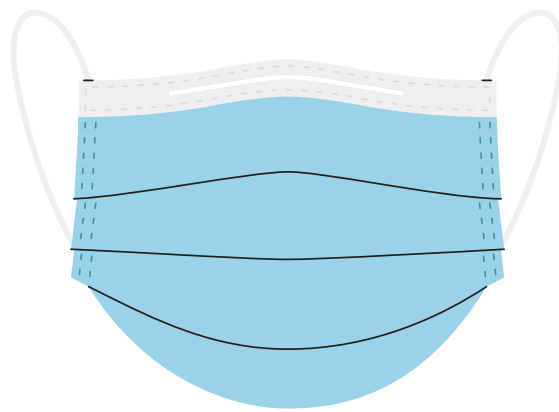
Sponsors

TAC's events are sponsored by various corporate and private organizations. Significant donors include Colombia Bank, the Tom Names family, the Names Family Foundation, and Ben B. Cheney Foundation. The Tom Names family and the Names Family Foundation have made considerable contributions to TAC, donating \$40,000 a year for student scholarships. Previous sponsors of the Golden Gloves event include local businesses and organizations such as Tacoma Weekly, Emerald Queen City Hotel and Casinos, Plancich Dental, The News Tribune, Dimmer Family Foundation, and Peninsula Auto Ground. Currently, each TAC event is tasked with seeking out its own sponsors. TAC is in the process of constructing a new strategy for attracting sponsors for its events. In the future, TAC's proposed plan attempts to secure year-long sponsorships through a valued offering and package of benefits. This would re-position sponsorship as TAC-wide support, replacing the present-day method of individual sponsorship for each event. While still fine-tuning the new proposal, TAC hopes to have the strategy implemented by June 2022.



The Effects of COVID

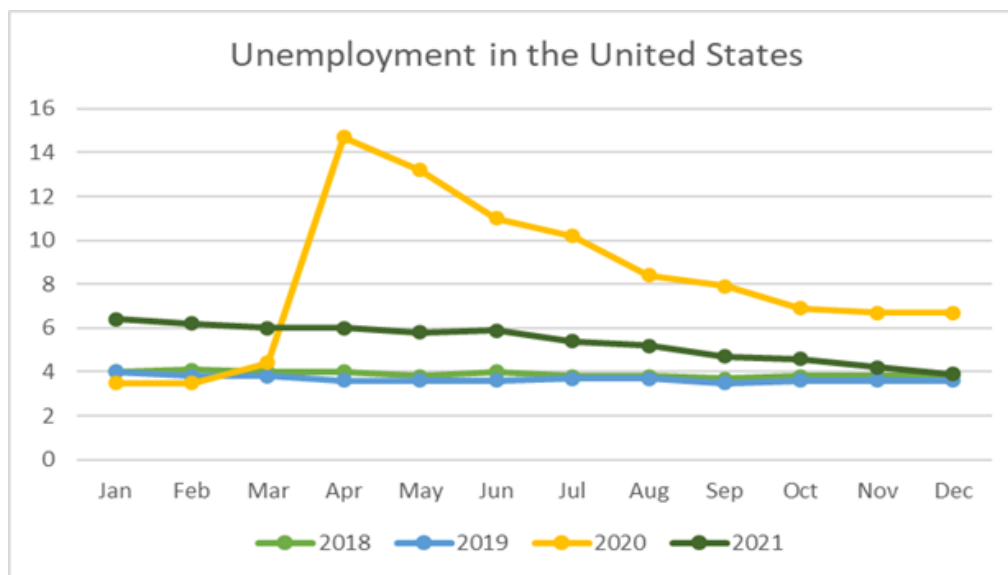
The coronavirus is changing the way we gather and socialize, as the global pandemic has made it nearly impossible to feel safe around others. The majority of TAC's member age demographic is older than 50 years, which makes them more susceptible to the coronavirus. In fact, Americans within the age range of 50-85 years or older totaled 851,378 COVID-19-related deaths, equating to almost 93% of overall COVID-19-related deaths in the United States ("COVID-19 Deaths by Age U.S. February 2021" 2022).



Due to these numbers, TAC implemented more precautionary measures to ensure the safety of its members. All of TAC's in-person meetings, ceremonies, and events were switched to Zoom during the height of the pandemic. In addition, the coronavirus removed the ability to host their 6th Annual Celebrity Golf Classic, which took away its biggest fundraiser of the year and reduced its financial capacity. Networking has been more difficult because it's a lot harder to form meaningful relationships and maintain membership activity over the internet. TAC has experienced a loss of members because of the change in events as well as increased economic hardships for members. However, with the coronavirus restrictions becoming less mandated, TAC has made a steady rise out of hibernation and began to offer more in-person opportunities for its members to attend meetings and other events.

Economy

Due to the overall instability created by COVID-19, the economy and job market have been deeply impacted. Ever since the pandemic, the U.S. unemployment rates have risen to catastrophic highs due to the “stay-at-home” mandate ordered in March 2020, which resulted in 14.7% unemployed in the month of April (U.S. Bureau of Labor Statistics 2021). It wasn’t until August 2020 that the unemployment rate broke under 10%. Ever since then, the unemployment rate has been steadily decreasing each quarter, working its way down to rates posted before the pandemic (March 2020 = 4.4%, January 2022 = 4.0%) (U.S. Bureau of Labor Statistics 2021).









Source: U.S. Bureau of Labor Statistics 2021

In addition, the real gross domestic product (GDP) was negatively impacted during the pandemic. Similar to the unemployment rate, at the beginning of the pandemic, GDP dropped at a rate of 32.9% in the second quarter (“Gross Domestic Product, Fourth Quarter and Year 2021 (Advance Estimate) | U.S. Bureau of Economic Analysis (BEA)” 2022). However, in the third quarter, GDP increased at a rate of 33.1% due to the continued efforts to reopen businesses and resume activities that were postponed or restricted due to the virus (U.S. Bureau of Economic Analysis (BEA)” 2022). Since then, real GDP has stabilized while dealing with continued COVID-19 restrictions and disruptions in the operations of establishments in some parts of the country.

Analysis

Porter's Five Forces

Porter's five forces is a tool used to analyze the external market of an organization and where the power lies in the external environment. It identifies this level of power by looking at the threat of rivals, sponsors, members, substitutes, and the threat of new entrants.

	Rivals	Sponsors	Members	Substitution	New Entrants
High					
Medium					
Low					

Competitive Rivalry

The TAC experiences low to medium threats from rivals in its market due to the fact that its operations and services provided are somewhat niche. There are no other organizations within Pierce County or Tacoma that act identical to the TAC, and those that could draw comparisons aim to achieve different goals. The closest relatives to the TAC that causes the threat of rivals to be medium rather than low potentially are booster clubs. That being said, booster clubs and the TAC share the common goal of supporting youth athletics, so it is in both organizations' best interest to support one another rather than compete.

Although, while the TAC aims to service all amateur athletes in Pierce County, many of those athletes will be attending schools that booster clubs support. For example, the two largest high schools in Pierce County, Graham Kapowsin and Puyallup, both have long-standing established booster clubs that provide substantial financial donations to their respective schools yearly.

Where the potential elevation of the threat of substitutes arises from booster clubs is that the majority of booster club members only participate when their children are attending school. They are most concerned with the benefits their children receive directly from the club, rather than the entirety of the athletic community. TAC members tend to be involved in the organization for many years and do so simply for their love of supporting local amateur athletics. The likelihood that booster club members continue to support amateur athletics following their child's completion of the sport in school is low, which could prevent these organizations from mutually benefitting each other. Furthermore, it is unknown if, and to what extent, booster clubs could be poaching members from the TAC. There is the potential that individuals interested in supporting amateur athletics in Pierce County could elect to join either a booster club, the TAC, or both.

Sponsor Power

The TAC is extremely reliant on foundation donations and contributions from corporate sponsors to retain a healthy flow of revenue. Furthermore, there are primarily only two sponsors that provide the majority of this funding the Names Foundation and Columbia Bank. In turn, both these sponsors' power over the TAC is incredibly high. If either of these organizations were to significantly cut or discontinue their donations, the TAC would struggle to retain the necessary funding to operate.

As reflected in the most recent budget sheet produced by the TAC, corporate donations account for \$55,000 or nearly 86% of all the non-profits' income last year (QuickBooks, 2022). The revenue generated through membership dues also accounts for a significant portion of the TAC's income and slightly mitigates the power of sponsors; however, as membership continues to decrease, more power will be transferred to sponsors.

It is also important to note that the TAC does not directly benefit its sponsors when receiving donations. If the sponsors find a substitute organization to which they would rather allocate their funds, the TAC holds little power to stop that transition. Furthermore, the TAC has recently struggled to attract the attention of new sponsors that have not been tied to the organization for many years, further increasing the power of the few sponsors they retain.

Member Power

The 147 active members currently involved with the TAC hold significant power over the organization first because membership dues hold great weight in the non-profit retaining positive income. Second, all of their events are member organized. The TAC's membership is designed to play a significant role in financing operational expenses; however, as membership has declined in recent years, the organization is at risk of not collecting enough dues to remain operational. Additionally, because all events that the TAC coordinates are organized by volunteer members, a decrease in interest amongst members to participate in this work would severely harm the TAC's ability to continue executing those plans.

Finally, and likely most importantly, the fact is in of itself that membership numbers have been decreasing has gradually increased the power of members over time. Intuitively, when there are more members that can provide benefits and assistance to the organization as described above, each member has less power and value. That is because another member could more easily step in their place and provide similar benefits. However, as that number decreases, each member the TAC retains becomes more valuable to the non-profit due to their decreased ability to then replace that manpower with another member.

The Threat of Substitution

Athletic endeavors are common activities for individuals of all walks of life to pursue, and philanthropically supporting amateur athletics is only one route of many ways that an individual could dedicate their time. While some people find intrinsic satisfaction from these philanthropic actions, others interested in sports would prefer to spend their time playing them themselves. For example, there may be many individuals, that are themselves, playing in some of the amateur sports organizations that the TAC seeks to support. Those same individuals would then be allocating their time, and resources to their participation in those activities, rather than supporting them externally.

Additionally, many current members of the TAC have vocalized that the non-profit has transitioned from an organization that prioritizes supporting amateur athletics, to a social club for longtime members to stay in touch.

If this truly is the case, then a potential substitute for those types of individuals could be genuine social clubs such as country and golf clubs. The power of these substitutes is still relatively low, however, as the offerings they provide are significantly different enough experiences from those the TAC offers. The contexts in which individuals would determine how to dedicate their time and resources to each of these organizations are all vastly different.

The Threat of New Entry

While the requirements necessary to create a similar non-profit organization to the TAC are not necessarily complex, the challenges of actually operating and existing in the market are. The costs associated with conducting large-scale events, award ceremonies, and distributing scholarships would be extremely challenging for a similar organization to cover without the large member base and corporate relationships the TAC has built over the decades. Furthermore, as evident by the TAC's financial records, there is little profit to be made in this market, and any unmet needs are already met by the TAC, further diminishing the likelihood of a new competitor.

While switching costs for current TAC members would be less, along with differentiation between non-profits, TAC members frequently voice their loyalty to the organization. This would make it very unlikely for those current members to transition to a new entrant, causing that entrant to develop its own membership. In turn, the threat of new entrants into the TAC's market is very low.

VRIO Framework

The VRIO framework is a tool that is used to determine an organization's competitive advantage. The framework is broken into a four-part evaluation to analyze how valuable, rare, inimitable, and organized each resource is.

Resource	Valuable	Rare	Inimitable	Organized	Competitive Advantage
Members	Yes	No	No	No	Competitive Parity
Volunteers	Yes	Yes	No	No	Temporary Competitive Advantage
Social Media	Yes	No	No	No	Potential Competitive Parity
Website	Yes	No	No	No	Potential Competitive Parity
Events	Yes	Yes	Yes	Yes	Competitive Advantage
Connections w/ Businesses and Sponsors	Yes	Yes	Yes	No	Potential Competitive Advantage
Connections w/ School Districts and Universities	Yes	Yes	Yes	No	Potential Competitive Advantage
Network	Yes	Yes	Yes	No	Potential Competitive Advantage

Merchandising /Logo	Yes	No	No	No	Potential Competitive Parity
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Members

TAC's members are the heart of the organization. Members bring value to TAC through their collective love of sports, as well as contributions to supporting and recognizing local amateur, high school, and collegiate athletics. Members contribute by volunteering for committees and events, providing donations, as well as ideas on how to accumulate funds and effectively grow the organization. A large portion of members are also high net-worth individuals. Many of the members have been associated with TAC for multiple generations; this has allowed for members to create strong personal relationships with one another, network, and build upon their camaraderie through community involvement. However, since TAC has been around for so long, the majority of its members are older (60 years and older). Appealing to a younger demographic will bode well in maintaining TAC's mission for generations to come.

Volunteers

Volunteer work is extremely valuable to any non-profit organization, primarily because most attempt to avoid allocating revenue back into the organization, instead opting to reinvest in their philanthropic endeavors. The TAC does not differ from this mentality, and rather than utilizing funds for staffing; they tend to rely on the efforts of volunteers. Without the assistance of those willing to volunteer their time, the TAC would be completely unable to operate at its current capacity or expect growth in the future.

The challenge that the TAC and many non-profits are now facing, however, is that younger people's desire to volunteer is rapidly decreasing (Do Good Institute, 2018). As the TAC's member population ages, their capacity to physically get out and volunteer rapidly decreases. Those members that are physically capable of doing so are frequently dedicating their time to their primary occupation rather than utilizing that time to volunteer for the TAC.

This is where the involvement of youth volunteers is crucial, as they are both physically capable and typically free of time constraints that would prevent them from logging hours. However, as the University of Maryland study determined, the rarity of young volunteers only increases, meaning those organizations that possess a network of them hold a significant advantage.

Social Media

TAC's social media presence could be extremely valuable for building TAC's awareness in the local community. Engaging in social media keeps the members up to date on what is happening within the organization and can attract the attention of potential members. Social media is also a valuable resource for TAC to reach younger and more diverse audiences. TAC's social media presence is not rare or inimitable because most non-profits use at least one of the various social media platforms. TAC's social media lacks strategy and a strong community of followers, making it an underutilized and unorganized resource.

Website

TAC's website gives an overview of the organization's purpose, its executive committee, history, events, and awards. The website is valuable because it allows people to understand the mission of TAC, promote TAC's various events, and sign up to become a member. While valuable, TAC's website is neither rare nor inimitable because most non-profits have websites that present similar information. TAC's current process of website migration makes the website unorganized as there are currently two websites that display slightly different information.

Events

TAC's contributions to the community, along with its organized events are the primary methods of funding for the organization. Many of these events are staged to give recognition to fellow citizens in Pierce County for their athletic achievements. In addition, TAC partners with other local organizations in supporting various sports gatherings held within the community.

These events are a valuable resource because they display outstanding support to athletes and athletic programs in Pierce County. TAC is the only organization in Pierce County to provide such awards and services to local schools and universities which makes their resource unique. However, such events are easily replicable with a large budget and connections to local businesses, sponsors, and schools/universities. Events can also be controlled to conform to current COVID-19 restrictions, meaning, certain events will either be held online (Zoom) or in-person, depending on the comfortability of attendees in relation to the coronavirus.

Connections with Businesses and Sponsors

TAC's connections with businesses and sponsors are fundamental for the ability to bring its mission to life. The relationships within the local community make it possible for TAC to host events and recognize athletic excellence with awards and scholarships. Additionally, the connection with local businesses and sponsors creates networking benefits for its members. TAC holds strong links with sponsors such as Colombia Bank, the Tom Names family, the Names Family Foundation, and Ben B. Cheney Foundation. Some of these businesses and organizations also sponsor awards unique to TAC, making their relationship with TAC valuable, rare, and inimitable. TAC's current method of acquiring sponsorship is unorganized because there is no organization-wide strategy; the current approach challenges the individual committees to seek out their own sponsors for each event.

Connections with Local School Districts/Universities

TAC's connections with local school districts and universities come directly from networking done by their members. The majority of TAC's members are avid supporters of local sports through their children's involvement in sports or from playing back in the glory days. Through their exposure and involvement with youth sports, members have taken other roles in their community that supply TAC with networking opportunities. Partnering with local school districts and universities has helped TAC to organize award ceremonies, banquets, and other athletic events for students and programs in Pierce County school districts, as well as with the four local universities.

Network

One of the most significant resources that the TAC has accumulated over the many years of its existence is a nationwide network of people. When referencing networking in this context, the TAC's connections with businesses, sponsors, and schools are omitted, and there is a greater focus on individual and interpersonal relationships. In other words, the relationships that each member of the TAC has with anyone, whether they are interested in athletics or are even familiar with the non-profit, provide potential value to the organization.

Members of the TAC come from many walks of life, and the entirety of their experiences throughout those years of life has led them to interact with many diverse and skilled people. The value these individuals could conceivably provide to the TAC is immeasurable, and the network itself is inherently rare and inimitable since no two individuals pursue identical life paths. Each connection that composes the network is unique to the TAC and, upon formal organization, could provide a significant competitive advantage to the TAC.

Merchandising/Logo

TAC's merchandising and logo are valuable resources to foster brand loyalty, spread brand awareness, and distinguish TAC from its competitors. The logo is outdated and lacks brand personality, making it neither rare nor inimitable. There is currently only a minimal quantity of merchandise available. The inventory is relatively unexciting and lacks rareness, thus causing it not to be inimitable. TAC also has not put significant effort into merchandise strategy, creating an unorganized resource.

Concluding Thoughts on VRIO

Based on the VRIO analysis, our consulting team has determined that TAC has a lot of resources that can help them achieve their goals of increasing overall membership, adding volunteers, and spreading awareness about TAC throughout the community. However, with a stronger social media presence, an appealing logo with corresponding merchandise, and greater community involvement TAC could make better use of these resources to accomplish its goals.

Therefore, we think TAC should focus on enhancing its social media presence, logo, merchandise, and community involvement to maximize the available resources that contribute to TAC achieving its goals and remaining a competitive threat to competitors.

SWOT Analysis

SWOT is a framework used to understand an organization's internal strengths and weaknesses, as well as external opportunities and threats that may impact the organization. This framework can be used to help identify problem areas, success areas, the direction for an organization's growth, and help facilitate preparedness for potential threats.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Passionate members• Relationships with donors and sponsors• Event planning, organization, and execution• Recognizing athletic excellence• Relationships with high net-worth individuals nationwide	<ul style="list-style-type: none">• Decreasing revenues• Decreasing membership• Weak social media presence• Lack of diversity in age, gender, and ethnicity• Low levels of volunteer participation (burnout)• Lack of fundraisers• Unfilled positions (chairs and vice president)• Outdated logo• Limited branded merchandise• No vision statement• Sense amongst members that the mission of supporting amateur athletics is not being realized to its full potential

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • COVID restrictions lifted (Return to amateur athletics & in-person events) • No similar organizations in Tacoma • Connections with schools/programs outside of Tacoma to increase membership • Potential to greatly expand brand recognition 	<ul style="list-style-type: none"> • Booster Clubs/Amateur Athletic Fundraisers • COVID • Lack of motivation in younger generations <ul style="list-style-type: none"> ◦ Diminishing volunteer rates nationwide

Strategic Options

Based on the findings from the SWOT analysis, our consulting team has determined we will further develop recommendations pertaining to three strategic options:

1. Additional Funding and Staff

Identify new and more diversified methods of generating revenue in response to TAC's limited sponsors and decreasing membership base, diminishing the number of membership dues collected yearly. Utilize the TAC's high net-worth member base, expansive network, and potential new sponsors. Then, identify means to mitigate the decreasing rate of volunteer workers through paid staffing or gain assistance through an unpaid student seeking school credit.

2. Rebranding/Merchandising and Growing Social Media Presence

Revive TAC's logo and merchandise by aligning brand identity with the target demographic. Establish TAC's online personality and utilize social media tools to cultivate a strong following online.

3. Increased Youth Involvement

Provide new methods of operation and reformat existing practices to effectively appeal to a younger generation of people. In doing so will boost community involvement in Tacoma-Pierce County.

Cost-Benefit Analysis

Within our strategic options, it is important to assess these options in terms of cost and benefit to the Tacoma Athletic Commission (TAC) to better understand which of these options would make practical and valuable strategic recommendations.

To do this, a cost-benefit analysis of each of the options was performed:

Additional Funding and Staff

- Benefits
 - An increase in funding gives the TAC a greater ability to financially support the amateur athletic community in Pierce County
 - Additional and more elaborate events
 - Greater capacity to provide scholarships and awards to more amateur athletes
 - Additional funding allows the TAC to pursue candidates for hire who is responsible and held accountable through their wage to fully commit themselves to every operation of the TAC
 - At this point in time, there is no single person who is paid to work on TAC matters on a daily basis
- Costs
 - Currently, the TAC is not in suitable financial standing to be expending additional funds on the hiring of new staff members
 - To increase TAC funding, there will likely be an increase in the cost of membership, potentially displeasing some current long-time members
 - The role in this new individual would take on is intensive and requires a significant amount of dedication not only to the job but to Pierce County athletics as a whole
 - The job search for this position could prove to be challenging, as even those individuals internally involved with the TAC are not motivated to increase their involvement

Rebranding/Merchandising and Growing Social Media Presence

- Benefits
 - A brand refresh and a stronger social media presence could attract a younger demographic
 - Merchandising is an effective form of low-cost marketing
 - Merchandise can be an additional source of income for TAC
 - Merchandise and social media create brand awareness and brand loyalty
- Costs
 - Additional funds are needed to fuel rebranding
 - The possibility that even after rebranding, merchandise would not gain popularity amongst members and the community
 - Social media usage requires training and time

Increased Youth Involvement

- Benefits
 - TAC's involvement within Tacoma-Pierce County continues to live on with more young people carrying on the Mission Statement.
 - TAC receives new perspectives on how to manage its organization through modern and fresh ideas from a new generation of minds.
 - A younger generation brings new connections and resources that can help elevate TAC to new heights.
- Costs
 - Lack of motivation and desire to contribute to an organization that they have very little knowledge about.
 - TAC needs an increase in assets and sponsors in order to host fun events that would appeal to young people.
 - The challenge of finding willing volunteers to help organize and plan events.

Portfolio of Initiatives

The portfolio of initiatives is a tool that helps a company “devise a holistic set of actions to their performance goals.” A list of initiatives that the organization aspires to implement over the years must be compiled to use this tool. Each initiative is then analyzed in terms of “time frame” and “risk.” The “familiarity” label represents how qualified the organization is to successfully implement each initiative, judging by if the organization has any previous experience with the tools necessary to succeed. The “time frame” label shows the estimated time each initiative will take to complete.

Strategic Options	Implementation Time Frame	Risk
Additional Funding	12 months	Medium/High
Additional Staff	1 - 6 months	Low
Rebranding/ Merchandising	4 - 6 months	Medium
Grow Social Media Presence	6 - 9 months	Medium
Reformat Monthly Meetings	2 - 3 months	Low
Increase Youth Involvement	6 - 12 months	Medium

Strategic Recommendations

Strategic Recommendation #1 - Additional Funding and Staff

As discussed throughout the report, over the past several years, the TAC has experienced a decline in both the rate of new members joining as well as member retention. Due to membership dues and additional donations accounting for a significant portion of the TAC's total revenue, the organization's long-term health is at risk. These declines can not only be accredited to the aging population of the organization's member pool, but also, to the perceived lack of contributions the TAC is making to the greater Pierce county community. The TAC's mission statement boasts that the non-profit "raises funds, stages events, recognizes excellence in amateur athletics, and provides support for youth sports" but many former, and current members, will admit they feel the TAC has not been taking the adequate steps to achieve this mission (Sandwith et al., 2022).

One method in which the TAC could further expand their operational capacities and fuel a greater sense of commitment to the amateur athletic community in Pierce County amongst their members is by hiring additional staff. Of course, by hiring more staff members, the TAC will take on a cost for that labor that it is not necessarily prepared, or able, to accommodate. This is why the strategic recommendations of increased funding and staffing go hand-in-hand. The remainder of this portion of the report provides further details as to how these strategies should be approached.



Funding Supports Operational Capacities

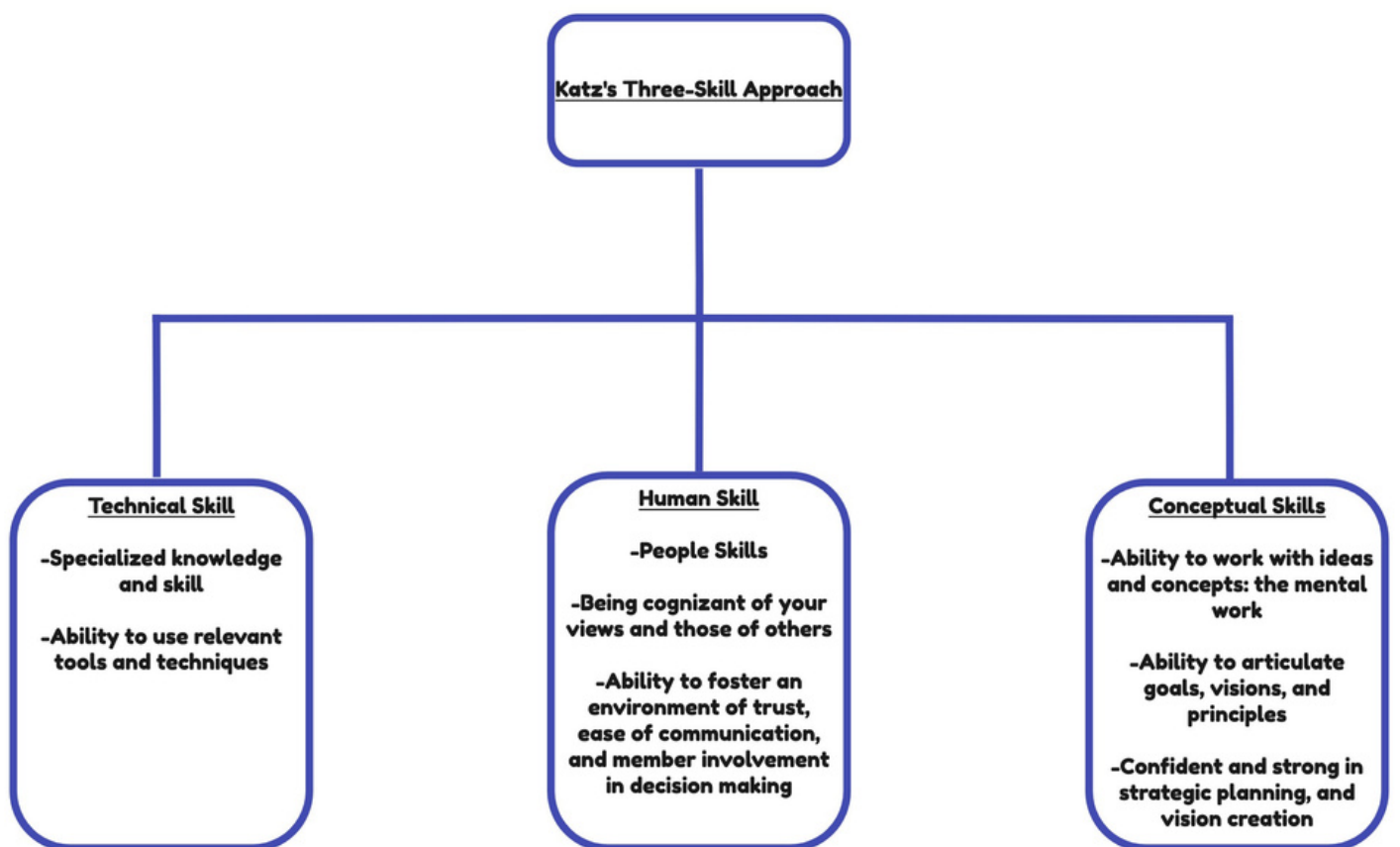
The primary method by which the TAC strives to achieve its mission of supporting amateur athletics in the greater Pierce County area is by recognizing them through awards and ceremonies, and providing them with financial support to continue their athletic endeavors. Funding, of course, is crucial in terms of distributing scholarships and additional financial support for amateur athletes. An increase in funding would also significantly benefit the TAC if it chose to reinvest that revenue into its events, awards, and day-to-day operational activities.

Currently, TAC members are experiencing volunteer burnout (Sandwith et al. 2022), partially due to the lack of clarity on what actions they could take to benefit the organization, but also because many members no longer are physically, financially, or mentally capable of pursuing those actions (Rhodes, 2020). While the long-term goal of injecting young people as well as their mentalities into the TAC's culture should help to resolve some of these issues with burnout, as well as expand the reach and extravagance of the TAC's operations, a short-term resolution is imperative. With a greater pool of funds to pull from, the TAC could utilize those finances to seek out individuals who would then be paid to pursue the crucial operations that current TAC members are unable or unwilling to pursue in order to prevent the business from slowly dissolving.

Who to Hire

The TAC is in desperate need of an individual who would act as an administrator. As Southern New Hampshire University defines the position broadly: an office administrator is expected to manage all of an organization's resources, time, and people (SNHU, 2021). To further elaborate on that definition, in Robert L. Katz's Harvard Business Review article titled, "Skills of an Effective Administrator", there are three key components identified that any individual holding this position must possess.

The first being technical prowess, meaning they have an “understanding of, and proficiency in, a specific kind of activity, particularly one involving methods, processes, procedures, or techniques” (Katz, 1974). Next, they must possess human skill, or “the ability to work effectively as a group member and to build cooperative effort within the team he leads” (Katz, 1974). Finally the administrator must hold conceptual skill, in the context that the individual has the ability to “see the enterprise as a whole; it includes recognizing how the various functions of the organization depend on one another, and how changes in any one part affect all the others; and it extends to visualizing the relationship of the individual business to the industry, the community, and the political, social, and economic forces of the nation as a whole” (Katz, 1974).



miro

While executive secretary Karyn Siegrist attempts to act in each of these manners to her greatest ability, it is important to remember that she is paid as a part-time employee and holds several other occupations as well as owning her own business. The commitment level necessary to act as the ideal administrator listed above, is not a level that Ms. Siegrist is able or willing to accomplish at this moment in time. An employee that either is willing to dedicate themselves to the TAC at this level, or at the least, supporting Ms. Siegrist in her current role, would greatly benefit the nonprofit.

How to Hire

There are several avenues that can be taken in order to seek out individuals who would be interested in a full-time administrative role with the TAC. The three most relevant selections have been provided below:

1. Seek Staffing Internally

- a. Many TAC members are unaware of the current state of the organization due to lapses in communication and overall lack of involvement. There may be members willing to pursue this role that are not aware of the need for its existence, due to a previous lack of communication from officers.

2. Utilize the Broad TAC Network

- a. Even if there are no current members who are able/willing to take on the position of administrator, the reach that the TAC holds throughout the county is large, and there may be locals who are still unaware of the TAC's existence that are willing to help those they are connected to.

3. Traditional Job Postings

- a. There are many experienced people currently searching for jobs in the greater Seattle/Tacoma area. Websites such as Indeed, ZipRecruiter, Glassdoor, and Facebook are all excellent options for advertising the position that needs to be filled



Sample Job Description

Leadership & Management:

- Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
- Actively engage and energize TAC's volunteers, board members, event committees, alumni, partnering organizations, and funders.
- Develop, maintain, and support a strong Board of Directors; serve as ex-officio of each committee; seek and build board involvement with strategic direction for both ongoing local operations as well as for the national rollout.
- Lead, coach, develop, and retain TAC's high-performance senior management team
- Ensure effective systems to track scaling progress, and regularly evaluate program components, so as to measure successes that can be effectively communicated to the board, funders, and other constituents.

Fundraising & Communications:

- Expand local revenue generating and fundraising activities to support existing program operations and regional expansion while simultaneously retiring building debt.
- Deepen and refine all aspects of communications—from web presence to external relations with the goal of creating a stronger brand.
- Use external presence and relationships to garner new opportunities.

Planning & New Business:

- Design the national expansion and complete the strategic business planning process for the program expansion into new markets.
- Begin to build partnerships in new markets, establishing relationships with the funders, and political and community leaders at each expansion site.
- Be an external local and national presence that publishes and communicates program results with an emphasis on the successes of the local program as a model for regional and national replication.

[https://www.bridgespan.org/insights/library/hiring/nonprofit-job-description-toolkit/executive-director-\(small-organization\)](https://www.bridgespan.org/insights/library/hiring/nonprofit-job-description-toolkit/executive-director-(small-organization))

How to Generate Additional Funding

While there are a plethora of methods that the TAC could utilize in order to bolster more funds in the short-term to finance the hiring of an administrator, our consulting team, in collaboration with TAC officers, has developed the most realistic methods for doing so:

1. Increase the Price of Membership Dues

- a. The majority of TAC members have already voiced that there needs to be a significant increase in the price of dues, as indicated by the survey conducted by our team (Sandwith et al., 2022). Dues have been \$100 a member for decades and the price is in desperate need of an increase.

2. Corporate Sponsorship Cards

- a. The TAC is already in the process of communicating with local businesses to grant them access to specialized advertising and event access in return for donations to the nonprofit.

3. Competitive Fundraising Event

- a. As stated earlier, the reach that the TAC network has in the greater Seattle/Tacoma area is immense, and many members are associated with high net-worth individuals.
 - i. A contest could be held to see which current member of the TAC can accumulate the most donations sourced outside the TAC that they are personally connected with.
 - ii. A reward such as free rounds of golf or a weekend getaway at a willing member's vacation home have been suggested to help motivate members to participate. This also increases the likelihood of more individuals in the area who are interested in amateur athletics becoming more familiar with the TAC.

Methods of Assessment

In assessing how successfully the TAC is able to accumulate funds to accommodate its need for additional staffing, it is important to remember that the organization is a nonprofit. In turn, they seek to reinvest their funds into the community, specifically amateur sports, rather than reinvest into the business. With that being said, this does not mean TAC should never allocate funds to improving their organizational structure, rather, it is ideal that they do so without pulling funds from the reserve they have worked to build over the past several years.

This reserve currently stands at \$63,500 as indicated by the TAC's profit and loss sheet (QuickBooks, 2022). The following methods listed will help to indicate if the TAC has not only successfully accumulated the necessary funds to accommodate additional paid help, but that that help is substantially benefitting the organization.

1. Take comparative measurements of income stemming from membership dues in a year's time, and every year following
 - a. As indicated in the survey distributed to current TAC members, there is an overwhelming indication that current dues are far too low and outdated (Sandwith et al., 2022)
 - i. Compared to organizations similar to the TAC in the greater Seattle area, the average financial contribution of members is far greater. Some consist of base membership options costing approximately \$300 yearly (Seattle Sports Commission, 2022).
 - b. An increase in membership dues from \$100 to \$150 would generate an immediate increase of \$7350 to the reserve fund when accounting for all current TAC members
 - i. An expected increase in total membership should further increase this figure in a year's time, without increasing membership dues to a value greater than \$150
 - c. Yearly, there should be an evaluation of members' attitudes towards the current price of dues, and the bylaws should then be adjusted in accordance
 - d. If the TAC's reserve fund has not eclipsed a value of \$7350 or greater from membership dues at this point next year, then further adjustments to price, or membership retention, may need to be made

Seattle Sports Commission Membership Description	Seattle Sports Commission Membership Dues
The SSC Sports Insider program is for fans who want an inside track on our sports community, our sports action and our sports legends. This new membership subscription brings exciting sports content to the fans every month.	\$29/month or \$300 annual subscription

2. In a year's time, the TAC should have strong relationships, and be receiving funding from more sponsors than they possess currently
 - a. First and foremost, before the TAC begins advertising and promoting their corporate sponsorship card to local businesses, they need to solidify the benefits that they would be providing to their sponsors
 - i. On the TAC website, a list should be developed clearly presenting all of the amenities provided to corporate sponsors
 - ii. An option for businesses to apply to become sponsors online should also be incorporated into the website before reaching out to local businesses
 - b. In a year's time, the TAC should have accumulated the minimum 5 additional corporate sponsors regardless of their relative size
 - i. There should be no discrimination on the size or type of business that the TAC takes on as a corporate sponsor
 - ii. Talks of limiting sponsors to strictly sports-related businesses should be eliminated immediately and prospective businesses should be broadened to any showing interest in the greater Pierce County community
3. Simply provide rewards for those members who are able to generate the most donations through outside sources after the results of the competition have been recorded
 - a. Run the competition over a short period of time (3-6) months and record every instance a donation is collected from a member
 - b. Each week, provide the member base with an update as to what position in the competition each member is in
 - c. After the competition has been completed, record not only the total number of donations, along with how much stemmed from each respective member, but how many new members joined the TAC due to its new exposure
 - i. Evaluate both the funds and new member rate to determine whether the competition was successful in its generation of capital, or if the rewards need to be greater, instilling further motivation to participate

How to Acquire Additional Assistance Without Allocating Funds

Although both our consulting team and the TAC identified that a paid and full-time employee would provide the most benefit to the nonprofit's organizational capabilities and are confident our methods of generating that funding will be successful, we found it crucial to still identify some potential methods of garnering administrative help without the challenge of accumulating additional funds. The clearest, and most straightforward way of doing so, while also taking steps to achieve the TAC's mission statement in the process, is by recruiting the assistance of local youth. Listed below are the identified best practices for pursuing this type of assistance:

1. Pay a Young Person at Minimum Wage
 - a. While this option still does accumulate some costs for the TAC, they will not be as large as if they were to hire a full-time professional. Furthermore, the student's ability to manipulate their own schedule will be appealing when considering the position
2. Apply for Internship Programs at Local Universities
 - a. University of Puget Sound
 - i. Summer Fellowship Internship
 - ii. Reflective Immersive Sophomore Experience
 - iii. Civic Scholarship Initiative
 - b. Pacific Lutheran University
 - i. Internships
 - ii. Micro-Internships
 - iii. Job Shadowing
 - iv. Cooperative Education
3. Mentorship Program
 - a. Students are assigned a current TAC member who oversees their actions, holds them accountable, and provides them with tasks to complete that will benefit the TAC. This mentorship program could be tied into an internship program so the student is receiving benefit from participating. Not only would this motivate current members to get more involved, by being able to directly impact Pierce County youth, but it could also motivate the students to continue being involved in the TAC after their program is completed.

Methods of Assessment

1. While this strategic recommendation does not eliminate the cost of additional employment entirely, it has the potential to do so in comparison to hiring a graduated professional at a closer to full-time rate.
 - a. In turn, to evaluate whether this method of accumulating additional help is successful, a cost benefit analysis must be conducted comparing a minimum-wage student employee, with a higher-paid professional
 - i. If the gap in costs is significant when comparing the two potential employees, and the potential decreased benefit that the student's labor would provide in comparison does not outweigh that cost, this strategy can be classified as successful
2. To determine if this strategic recommendation is successful, the TAC should identify whether they have a student working for the nonprofit in order to accumulate credit at all times
 - a. This option of employment instills little to no cost on the organization, while still providing it with benefit through labor
 - i. Any cost benefit analysis would show that consistently retaining a student intern on-staff would only ever benefit the TAC
 - ii. Any level of benefit through labor at low-cost is extremely beneficial
 - iii. There are options to apply for internships through universities and high schools year-round, mitigating the TAC's ability to excuse their lack of determination when attempting to procure interns
 - b. Before beginning to search for student interns, the TAC must have a system in place that allows for current members to mentor and oversee those interns
 - i. Monthly or weekly email blast that inform the member base of current internship activities and profiles of students
 - ii. Develop online application process for members to support and oversee student interns

Strategic Recommendation #2 - Rebranding

The Purpose of a Logo

Logos are a symbol that visually communicate the identity of a company. As the face of the business, logos are people's first impression. They are a strategic tool to help people identify a business and differentiate it from other companies. Logos also give people an idea of what the company stands for and values, ultimately influencing decision-making. Logos are valuable because they can evoke a sense of connection between the brand and its customer (Council, 2022). Organizations can harness this powerful bond between the brand and its customer to help foster brand loyalty.

What Makes a Good Logo?

A good logo is simple, memorable, timeless, versatile, and appropriate. Keeping a logo simple helps people recognize and remember the organization. Logos that are overly complicated and busy can take time to digest. According to a recent study by the Dollar Shave Club, it takes 27 seconds to make a good impression, so a simple logo is essential for quick understanding (Economy, 2018). Related to simplicity, memorability is necessary for the organization to be stuck in people's heads. A memorable logo is unique and can create a connection with a consumer (Meagher, 2022). Another principle of effective logo design is timelessness. For a logo to be timeless, it must be able to stay relevant over the years. Timeless logos keep the interest of consumers while surpassing the ever-evolving trends. A versatile logo can be reproduced in many different formats, sizes, and colors. Good logos stay recognizable whether it is on a shirt, website, pen, or piece of paper. Lastly, appropriate logos consider the target audience and what appeals to them.



Source: (Cass, 2019)

TAC's Logo

TAC's current logo has been unchanged since its original creation. The logo has lost its timelessness and feels outdated today. There is a somewhat vintage feel to the logo, which does not aid its ability to stand the test of time. The simplicity of TAC's logo is a weakness rather than a strength. The logo is too simple and doesn't give the consumer an idea of the organization's identity. Hand in hand with its excess simplicity, TAC's logo falls short in memorability. The logo is not unique, nor is it effective in connecting with consumers. The lack of memorability makes it difficult for people to differentiate TAC from similar organizations. TAC's logo is quite basic in its versatility, making it easy to reproduce on different mediums. TAC's logo also struggles to be appropriate for a large demographic. The logo is unfashionable in today's trends and fails to appeal to a younger audience.

TAC's Logo as Perceived by the Younger Demographic

Notes from 10 interviews with people ages 25 and under

- "Don't know what logo stands for by just looking at it"
- "Looks nautical"
- "Would like to see incorporation of sports on the logo"
- "Only reason I assume it has to do with athletics is because is 'athletics' is in the organization name"
- "Don't understand why there is just an A, find it misleading"
- "Can't tell logo is from Tacoma"
- "A thinner 'A' may be more modern"
- "Embroidery is coming back, I would wear this logo on a sweatshirt"
- "Would prefer 'TAC' letters rather than just an 'A'"



Implementation of an Updated Logo

Brand Re-Fresh Competition

We propose that TAC holds a local competition to create a new logo. The competition would give high school and college students the opportunity to submit an original logo. To entice people to participate, we recommend that the winner gets a scholarship or grant. TAC could promote the brand re-fresh competition by posting on social media, creating flyers to hang at local schools, and make announcements at TAC events, on the website, and in the newsletter. This competition would be a valuable chance for TAC to understand what appeals to the younger demographic. The competition is also a fun way for TAC to connect with the age group that they support. In the process of determining the winner of the competition, TAC could invite local high school and college students to vote on the submitted logos to gain further insight from the younger population.

Commission a Local Artist

Rotator Creative - Tacoma, WA

- Estimate - \$5,000 for updated logo, \$5,000 - 30,000 for a complete brand identity re-fresh and new website

Caution Studio Design Lab - Lakewood, WA

- Estimate - \$50 per logo design

Brand Re-Fresh Examples



Source: (Design in Mind, 2022)

Seek Online Designers

An alternative route for TAC to update its logo is to seek online designers. At the lower end of the budget, crowdsourcing can provide TAC with a similar concept as the Brand Re-Fresh Competition but with professional designers. Crowdsourcing is a contest where you create a detailed description of your logo and the price you are willing to pay, then post it to a community of designers (Kate, 2022). This personalized contest allows freelancers to submit their unique designs for a chance to be picked (Kate, 2022). Falling in the mid-range budget, hiring a freelance logo designer is another potential method to enliven TAC's logo. Organizations that employ freelance logo designers benefit from building a relationship with an expert and working closely with them. When hiring a freelancer logo designer, it is essential to consider how much experience they have and whether they bill by the hour or the project.

The following information was obtained from (Kate, 2022):

Online Crowdsourcing Companies:

- 99designs
 - 7-day contest divided into two rounds: qualifying and final
 - Have a chance to give designers feedback and are given two weeks to review the final submitted designs before choosing a winner
 - 4 packages range from \$399 - \$1699
 - Money back guarantee
- Design Crowd
 - Can set a three, five, or 10-day deadline for the design contest
 - Price is \$129 USD
 - Can expect to receive up to 50 designs from different designers
 - Money back guarantee

Online Freelance Logo Designers:

- Dribbble
 - Charges \$299 per month for membership
 - Can choose much price range, the type of work needed, and the experience level
 - Designer rates range from \$15 - \$200 per hour depending on experience
- Fiverr
 - Can choose the style, file format, price range, and design deadline
 - Required to pay upfront for a designer
 - Designer rates ranges from \$25 - \$150 per hour
 - Offers three membership packages: basic, standard, and premium from \$50 - \$100

Budget Logo Design Price List:

·DIY / Logo makers: \$0 – \$50
·Logo template: \$5 – \$100
·Logo Contests / Crowdsourcing:
\$50 – \$500

Source: (Cass, 2022)

Mid-Range Logo Design Costs:

·Offshore Designer: \$100 – \$250
·Beginner Freelancer: \$100 – \$1000
·Experienced Freelancer: \$1000 – \$5,000
·Renowned Freelancer: \$5000 – \$15,000
·Small Design Studio: \$5000 – \$30,000
·Mid-Sized Agency: \$5000 – \$50,000+

Merchandising

The Value of Merchandising

Branded merchandise is a powerful strategy to increase brand awareness. One study found that 89% of consumers can remember a brand even two years after receiving an advertising product (Darwin, 2022). People who wear a company's merchandise are practically brand ambassadors. Additionally, developing branded merchandise can also help create brand loyalty.

Effective Merchandising

The development of brand merchandising requires careful planning and attention to detail. The merchandise should be functional and focused on quality. In the process of choosing the types of items to be branded, it is important to consider the target demographic and what they would want to wear. Strong brand merchandise includes items that resonate with the target demographic and are authentic to the expression of the brand's personality. With 63% of consumers preferring to purchase products and services from companies that stand for a purpose, brand merchandising that showcases the business' values can be a method to attract a wider audience (Houston, 2021).

Special edition items are an additional strategy to increase the impact of the merchandise. The strategy behind limited edition items is based on the fundamental economic theory that scarcity can lead to an increase in demand and a greater sense of value for an item (Luth Research, n.d.). When a company offers special edition items for specific events or anniversaries, it creates an element of exclusivity that can make the merchandise more coveted and talked about. However, the risk involved with special edition merchandise is that there is no guarantee that the items will be a success.

Examples of Potential TAC Merchandise



Source: (CustomInk.com, n.d.)

Implementation of Merchandising

Marketing the merchandise

We recommend that TAC creates a pre-sale campaign to generate buzz and build anticipation for the release of updated merchandise (Square, 2021). During the pre-sale campaign, TAC should post sample photos of the products on social media, on the website, and in the monthly newsletter. Sample photos that show the merchandise modeled on real people help customers picture the items on themselves and determine sizing. If TAC pursues the avenue of special edition items, the merchandise should be marketed with the same marketing strategy as basic merchandise while emphasizing its rareness to increase feelings of desirability and exclusivity.

Along with marketing the merchandise online, it is important to sell the merchandise at TAC events, sponsored activities, and TAC meetings. Selling the updated merchandise at TAC-sponsored events materializes and re-enforces TAC's involvement in the community. TAC could also gift merchandise to athletes who win TAC-sponsored awards and scholarships to extend their support. The act of gifting merchandise is an effective way to promote TAC since studies reveal that 94% of customers remember whenever they receive a free promotional gift (Gupta, 2021). Gift-giving makes the recipient feel valued, raises brand awareness, strengthens the recipient's relationship, and sets the organization apart from competitors (Davis, n.d.).

Grow Social Media Presence

Characteristics of a Strong Social Media Presence

Having a distinct personality online is the foundation of a strong social media presence. Companies can create an online personality by staying true to their brand voice. According to one survey, brands that stood out more to consumers on social media had more memorable content (40%), had a distinct personality (33%), and told compelling stories (32%) (Honickman, 2022). By showing the human side of their brand, businesses and organizations can use their authentic voice to create meaningful connections with consumers.

Characteristics of a Strong Social Media Presence

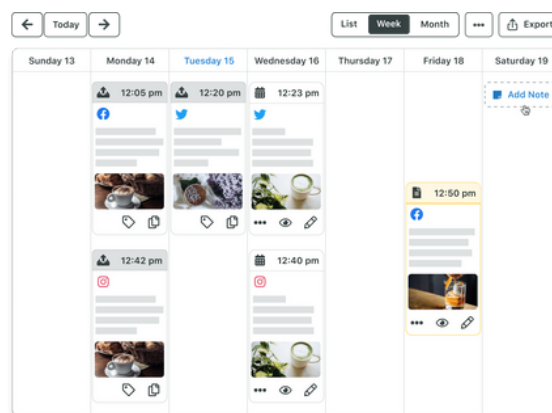
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Recommendations

Spotlights of current members are a great way to show member appreciation and help potential members get an idea of what the TAC community stands for and looks like. The member spotlight post could include a picture of the member and their answers to questions such as, “why did you become a member of TAC?”, “how long have you been a member of TAC?”, “what is something people don’t know about you?”, or “what is your favorite memory of “TAC?”. Similarly, spotlights of local athletes give a face to the accomplishments of local athletes that TAC supports. Member and athlete spotlights are valuable because they can foster meaningful connections within the TAC community, increase engagement and reach on social media, win over potential members, and improve TAC’s reputation (Patel , 2021).

Various social media tools can help organizations manage their accounts and decode how their content is being interpreted. For TAC, creating a posting schedule will help with organization, visually planning feed, timing, and avoiding post repetition. Tools like Loomly, Sprout Social, and Buffer are user-friendly resources. Analytic tools such as Hootsuite Analytics, Google Analytics, BuzzSumo, Sprout Social Analytics, and Snaplytics provide metrics to understand top-performing posts and how people interact with the account. For example, Sprout Social Analytics measures follower growth, evaluates engagement, assesses content performance, and uses advanced listening to deliver valuable data about audience demographics, campaign performance, industry influencers, share of voice, and consumer sentiment (Barnhart, 2021).

TAC can also cultivate a stronger social media presence by staying active and engaging with followers. Online relationships are built when an organization engages with its followers by liking and responding to comments. TAC can further engage its followers by knowing what's trending on social media. Awareness of trending content allows organizations to piggyback on current trends. Hopping on trending topics and conversations relevant to TAC can help the social media pages reach a larger audience and gain more views. Finally, TAC should integrate the promotion of all social media accounts on the website, in the newsletter, at events, in emails, and on each of the platforms themselves.



Source: (Sprout Social, 2022)

Implementation to Grow Social Media Presence

Hire a Marketing/Social Media Intern

A marketing/social media intern will bring a fresh perspective to the TAC's social media presence. High school and college-level interns are extremely tech-savvy and have the latest knowledge of developments in social media and marketing (Jaswal, 2020).

Take a Social Media Training Course

A social media training session could help the person (or potential people) in charge of TAC's social media accounts learn the basics of social media.

Recommended online social media training courses (Lofgren, 2022) and (Garipey, 2021):

Company	Course	Length	Price
Udemy	Social Media Marketing Masterclass	20.5 hrs	\$109
Coursera	Social Media Marketing Specialization	7 months	\$49 a month (\$343 total)
HubSpot	Social Media Marketing Certification	4.25 hrs	Free
LinkedIn Learning	Social Media Marketing Foundations	52 mins	Free

The recommended online social media courses vary in price, length, structure, and course material. Udemy and Coursera have received the highest praise and ratings of the above-listed courses. The primary difference between Udemy and Coursera is that Coursera is an online class offered by Northwestern University and takes a series of months to complete. In comparison, the Udemy course can be completed in a shorter time frame but lacks the hands-on experience that is found in the Coursera class. The recommended courses overlap in their course objectives, but the Udemy and Coursera classes go significantly more in-depth than the HubSpot course. The LinkedIn Learning course is best for beginners as a quick and easy foundational class. If TAC were to host a social media training event for multiple people, the LinkedIn Learning course would be a useful resource since the short videos and quizzes keep people engaged.

Udemy - Social Media Marketing Masterclass

- On-demand videos
- 36 articles and 31 downloadable resources
- Lifetime access
- Private Facebook group
- 30-day money-back guarantee

VS

Coursera - Social Media Marketing Specialization

- Practice quizzes and projects
- Updated quarterly
- Takes 5-7 months to complete with 2-4 hours a week
- The sixth class session is a hands-on project
- Support from course instructor

Strategic Recommendation #3 - Increase Youth Involvement

The Tacoma Athletic Commission (TAC) has been operating for a little over 80 years within Tacoma-Pierce County, and a large portion of its members have been associated with the organization for generations. Members are the heart and soul of TAC; their value is predicated on their involvement, whether that is through volunteering for various committees and events, providing donations, or demonstrating active participation in the collaboration of new ideas for the organization. Currently within TAC, only 8.3% of their member demographic are between the ages of 30 and 60, and throughout the remaining 91.7% of their members are older than 60. This presents some problems for TAC in regard to maintaining the awareness of their existence and preserving the traditions and fundamental values that embodied this fading generation of members. TAC is looking for younger people to engage in the organization who feel motivated to continue the work, as well as be the new drivers of the organization and fill leadership roles.

Within the last few years, non-profit organizations like TAC have been finding it difficult to attract younger generations. There is speculation that younger generations are losing their desire to contribute to non-profit organizations because they find it challenging to balance their day-to-day schedules with work and family matters while finding time to fulfill their role as an active member of an organization. Instead, they would rather join an organization that is already well-established and managed by dedicated individuals who are responsible for organizing and planning fundraisers and events.

With all that has been said, our third strategic recommendation is focused on increasing youth involvement within TAC. We want to provide TAC with strategies on how to effectively appeal to a younger generation by implementing new methods of operation and reformatting existing practices. We believe that by implementing new techniques we can reinvent TAC to become an all-inclusive organization that continues to focus on supporting and recognizing high school and collegiate athletes in Tacoma-Pierce County. In addition, reinventing TAC will help to preserve the very existence of the organization because it will attract a new generation of members to carry on the tradition of community involvement with local sports.

Reformat Monthly Meetings

During client meetings, our consulting team presented the idea of reformatting monthly meetings as a method of increasing youth involvement. Currently, TAC holds three member meetings a month, scheduled on the second Tuesday and Thursday, as well as the third Thursday of each month. The structure of these meetings is almost identical, as they're a way for members to catch up with one another over a meal and get informed on future events and activities. Some meetings vary in the severity of topics that need to be discussed, but for the most part, members know what to expect when attending these monthly meetings.

We propose that instead of structuring every meeting to closely resemble one another, TAC offers a new solution of hosting fun and interactive events at different venues throughout Tacoma-Pierce County. Here are a few examples of the possible events that can be provided:



- Laser Tag
- Rock Climbing
- Bowling
- Family Fun Center
- Putt-Putt Golf



The objective of changing these meetings is to give members variety and more opportunities to include their family members in the festivities of being a part of TAC. In addition, by reaching out to more businesses in the Tacoma-Pierce County area, TAC has a higher rate of creating longstanding relationships with local businesses because both parties are receiving benefits: more customers and members.

These social gatherings allow for members to mingle and get familiar with one another; these events are aiding in manifesting a strong community of members who are surrounded by the common goals and values of TAC. The events are also a good way for members to bring friends who are curious about joining TAC. In addition to these new events, the existing meetings will still be held in order to maintain the structure as an informative space to catch up on futures plans and updates within TAC.

Implementation

To bring awareness to current members about the new variety of meetings available, the TAC will inform members through their monthly newsletter, as well as in their monthly meetings. In addition, TAC will update the events on its website and other associated social media platforms: Facebook, Instagram, and Twitter.

Another method to reach a larger and younger demographic is through paid ads on Facebook and Instagram. The nice part about Facebook is that you tell them how much you want to spend. Facebook will match your amount with as many ad options as possible (Facebook, 2019). On average, a cost-per-click ad for Facebook costs ~\$0.97, while a cost-per-impressions costs ~\$7.90 (WebFx, 2022). An average cost-per-click ad on Instagram is between \$0.20 and \$2.00, and a cost-per-impression ad is around \$6.70 (WebFx, 2022).

Alternative Fundraisers/Events

Other than TAC's Annual Celebrity Golf Classic and Golden Gloves Boxing Championships, the organization lacks other forms of events that aid as fundraisers. Fundraisers are a great way to spread brand awareness within the community, as it serves as an opportunity to organize campaigns and events to help raise money and other kinds of donations for the organization. In addition, fundraisers are a good way to inform locals about what kind of services TAC provides to youth, high school, collegiate, and amateur athletes in Tacoma-Pierce County. If people are interested, they will have the ability to either sign up for a membership or look for volunteering opportunities through the TAC that encourages individuals to become more involved in the community.

Our consulting team came up with a few ideas for fundraising events that TAC can implement:

- Community Fun-Run
- Outdoor Movie Nights
- Carnival/Fair
- Music Concert
- Community Yard Sale



These events were discussed with the client and were chosen based on past experiences from our consulting team. The events can be a one-time occurrence, but they will help spread TAC's mission throughout the local community. With each of these events, our consulting team advises that TAC partners with other local businesses to incorporate more sponsors. Sponsors will help share the cost of organizing said events. Also, these events provide a place for sponsors to showcase their products and services to the community.

Implementation

Once these events have been discussed and agreed upon by the executive committee, current members will be informed about the new fundraising events through the monthly newsletter and in monthly meetings. Members are encouraged to volunteer for a project committee to organize events. Members who are unable to attend monthly meetings or don't receive monthly newsletters, can hear about and volunteer for event committees on TAC's website, as well as on other associated social media platforms (Facebook, Instagram, and Twitter).

As for non-members, the best way to inform nonaffiliates would be through Facebook and Instagram posts and paid ads (Facebook: ~\$0.97, ~\$7.90; Instagram: ~\$0.20 - \$2.00, \$6.70) (WebFx, 2022). In addition, flyers are a useful marketing tool to attract new people because they can be posted around local grocery stores, coffee shops, gas stations, and clothing/apparel shops in the community.



Another method TAC can use to reach a larger audience of people is by posting its events through the Travel Tacoma Events website page (www.traveltacoma.com/things-to-do/events/). To get your event featured on their website, one of TAC's executive members will need to email a Travel Tacoma marketing officer who will be able to discuss the cost for an event ad (Contact Travel Tacoma and Pierce County, 2022). Cost will vary.

More Community Involvement

Some of TAC's organizational goals are to grow its youth sports fund and to get more involved in youth sports within Tacoma-Pierce County. TAC currently participates in organizing and volunteering in a few methods surrounding community athletics, the first being their seasonal award ceremonies to honor high school and collegiate athletes for their hard work and success achieved in the classroom and in their respected sports. Second, TAC offers a few scholarships that are given out to student-athletes at the end of the school year. Finally, TAC is a part of the team sponsorship program for the WIAA (Washington Interscholastic Activities Association) high school boys basketball tournament held at the Tacoma Dome.

However, to reach a new population of potential members that will support an increase in overall membership and attract a younger demographic, TAC will need to become actively engaged and involved in the lives of their targeted community members, more specifically, young families. Parents of young families are usually engulfed in the lives of their children which tend to revolve around school and sports. Our consulting team recommends that TAC begins to incorporate its organization into these specific avenues in order to achieve its established goals. The sections below will go into further detail about how TAC can become more involved through youth sports and school.

Youth Sports

As mentioned earlier, kids are always eager to try new things, so they can get a better understanding of what they enjoy and that goes along with them trying different sports as an adolescent. Within Tacoma, there are a handful of youth sports leagues, most notable is the Metro Parks Tacoma Youth Sports League. Metro Parks Tacoma offers a wide range of sports for kids of all ages: baseball/fastpitch, basketball, flag football, rowing, golf, and volleyball (Youth Sports, 2022). In addition, there is the YBDL (Youth Basketball Development League), Youth Basketball and Tacoma Soccer Center that are catered to focusing more on the development aspect.



The recommendation for TAC is that within these leagues, the organization sponsors individual teams. To give an example, TAC would sponsor a girls basketball team for the season and with that sponsorship, TAC would have their logo on the team's jersey to symbolize that they are the primary sponsor. They can also provide TAC accessories for each team member like a team shirt, water bottle, and towel. Essentially, this idea is predicated on spreading awareness throughout the community through the display of their logo. In a deeper sense, sponsoring a youth team demonstrates the support TAC has for these local youth teams and the community. In TAC's financial report, there is a section that's designated for local youth sports. Those funds can be used to support multiple youth teams in different sports throughout the year. This strategy helps TAC broaden its network to communicate with more families, in conjuncture this can lead to more memberships and volunteers because more people are more knowledgeable about TAC's mission.

Implementation

To become a team sponsor, TAC needs to contact the main organization that organizes the sports leagues. For example, since TAC already has a lasting relationship with Metro Parks Tacoma, TAC would email or call Metro Parks Tacoma and ask if there is an opportunity for them to sponsor any of the teams for the upcoming season of sports. If the opportunity presents itself, TAC will be contacted by another Metro Parks representative that will direct them to the possible teams that are interested in being sponsored.

Local Schools

A great way to get involved in the community is to look for volunteer opportunities within local schools. Many of the high schools in the Tacoma-Pierce County area have established booster clubs that help raise funds for various athletic and academic programs. Even though the report mentions (p. 26) that high school booster clubs are a competitor, and they pose a threat to TAC, for this recommendation, our consulting team advises that TAC begins to comingle with booster clubs. As mentioned earlier in the report, Graham Kapowsin High School is the largest high school in Pierce County, Puyallup High School is the second largest, and both of these schools have well-balanced and structured booster clubs that are valuable to the interscholastic programs found in their school.

Here is a list of a few high schools that have booster clubs:

- Fife High School
- Foss High School
- Lincoln High School
- Mt. Tahoma High School
- Silas (Woodrow Wilson) High School
- Stadium High School

Implementation

Currently, TAC supports 15 school districts situated within Pierce County. In addition, there are a group of TAC members who work exclusively with Pierce County high school athletic directors. This cohort is titled "School Connector" and they are responsible for engaging and collaborating with local high schools to support their athletic and academic endeavors. Through TAC's internal connections, the organization can effortlessly begin incorporating themselves with local high school booster clubs, become donators, and allocate their resources for the civic betterment of these programs.

Conclusion

Over the past few months, our consulting team has worked closely with TAC to develop strategic options to increase membership and brand awareness in Pierce County. Through research, feedback from our client Karyn, and survey data collected from TAC members, our team recommends that TAC incorporates new methods to increase funding and look into the possibility of hiring a new employee. In addition, it would be beneficial to TAC if they worked on improving their logo, merchandising, and social media presence in order to appeal to a new generation of people. Ultimately, all these options will lead into an increase in youth involvement. TAC will be guided through the knowledge of using new technology platforms that will assist in offering new and creative events to help raise donations. These recommendations will create a strong sense of comradery and engagement between members, as well as maintaining new levels of interaction with the Tacoma-Pierce County community.



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