

March 23, 2012

Amended October, 2011 to reflect new Board-Approved Mission Statement.

TO: Board of Directors

SUBJECT: Orienteering USA 2010-2014 STRATEGIC PLAN/ FINAL VERSION WITH BOARD REVISIONS

To the Board of Directors,

I present to you the recommended USOF Strategic Plan for 2010 – 2014. Moving forward, this plan will be the cornerstone for an organization that will be now be known to orienteers and the general public as “ORIENTEERING USA”, an organization that puts orienteering first.

This plan is a culmination of efforts from key members of the membership as well as the orienteering community. For the past six months:

- Groups of club leaders, volunteers and board members have held meetings in Rochester, NY and Borrego Springs, CA.
- Scores of individuals have provided feedback via Board net, Club net, Attackpoint and private correspondence.
- Leadership of each of our national teams (Senior, Junior, Trail, and Ski) has developed comprehensive plans for their individual disciplines.

To date, over 100 board members, club leaders, organization members, and orienteers have provided their thoughts, impressions, and suggestions. It is the efforts of these individuals that make this plan a community-wide blueprint to grow the sport of orienteering in the U.S. over the next five years.

This final version includes all board requested changes.

Sincerely,

Glen Schorr

Executive Director

# **Orienteering USA Strategic Plan – 2010-2014 / Final**

## **I. EXECUTIVE SUMMARY**

The following is an overview for the 2010-2014 strategic plan. It contains critical information and can serve as a reference as you review the full plan.

### **Situation Analysis**

While orienteering, its national governing body and its clubs, have long histories in the U.S., there are cultural barriers that are in place and must be addressed to achieve long term success. They are:

- Lack of a cohesive effort among the orienteering community.
- Lack of awareness of orienteering in a culture that does not know we exist.

### **Orienteering USA's New Mission Statement**

As the national governing body of orienteering, and in partnership with the clubs, Orienteering USA's mission is to:

- Increase participation in the sport.
- Teach map reading and navigational skills.
- Promote enjoyment of, and respect for, the environment.
- Establish world class competitive excellence within our national team programs.

### **Orienteering USA's Strategic Foundation**

- Orienteering USA can be the best in the world at being a cornerstone for the growth of the sport in the United States, as well as provide resources and information to foster club development.
- Orienteering USA can be deeply passionate about driving awareness of orienteering, effectively communicating its features and benefits.
- The three items that will drive Orienteering USA's economic engine are "drive starts", "increased volunteer hours" and "development of a brand called Orienteering".

### **Orienteering USA's Vision**

Orienteering USA's vision is to create a single, unified orienteering community...an Orienteering Nation. A community committed to filling the forests, the woods, the parks, and fields with new, enthusiastic orienteers.

## Orienteering USA's Goals and Measures

- Increase starts at both local meet and A-meet level by +40%.
  - Local meet starts: 2009 = 42,500. 2014 = 59,500
  - A-meet starts: 2009 = 8,000. 2014 = 11,200
- Increase membership figures and profitability by +40%.
  - Club members: 2009 = 8,000. 2014 = 11,200
  - Orienteering USA members: 2009 = 2,000. 2014 = 2,800
  - Revise Orienteering USA's membership model, increasing profitability by at least +10% without automatically increasing dues.
- Increase volunteerism at the club and Orienteering USA levels.
  - Charter club: Double the number of volunteers from 2010 to 2014.
  - Orienteering USA: Establish a consistent and effective committee system serving as a feeder system to Board of Director positions.
- Increase combined non-membership/ non-starts revenue.
  - 2010 = \$50,000. 2014 = \$150,000 annually
- Increase the number of active maps in the United States by +40%.
  - Focus on both new and rejuvenated maps from 2010 - 2014.
- Create and promote the brand "Orienteering".
  - Generate 100,000,000 media impressions per year from 2011 to 2014.
- Maximize environmental positioning to promote the growth of orienteering.
  - Form at least one alliance per year.
  - Formation of local club kit
- Have our national team programs compete at high levels of international excellence under one name and banner - Team USA.
  - One flag - One logo - One team - Team USA.
  - Individual team performance goals as noted in the plan.

## II. SITUATION ANALYSIS

Since orienteering was introduced in the U. S. the sport has lived on the fringes of the American sporting mindset. Orienteering has a small, but passionate, band of followers but the sport can hardly be considered “mainstream”. For example, the trade association that measures sporting goods consumption for many sports and activities does not include orienteering on its extensive list of measured sports.

There is hope. Due to the success of local clubs, there are pockets of orienteering strength scattered throughout the country. At this time, these pockets are isolated.

Orienteering has potential if we first accept two fundamental barriers to success:

### A. There is a lack of a cohesive effort among the orienteering community.

As mentioned above, there are pockets of strength for orienteering. Some are tied to commerce, most are not. This can also be seen within Orienteering USA where there are individual pockets of interest and budgets to match.

The pervasive feeling is that while the majority of orienteers may say that they want the sport to grow throughout the country, in practice, many care only about the segment or regions of the sport that they participate in.

We must respect, and embrace, the local nature of orienteering. Its strength is in the club system. Its strength is also in the programs and teams of the Orienteering USA structure. But until we agree to agree that we must all work toward common national goals that can be easily implemented at a club level, we must acknowledge that we are standing in our own way in moving orienteering forward.

### B. Lack of awareness of orienteering in a culture that does not know we exist.

Orienteering today is not part of the American culture. It never has been. It is not loud...or boisterous...or brash. It is not football...or NASCAR...or even cheerleading. Many Americans like their sports super-sized. They like the concept of team. They like to be able to neatly schedule their sport into their weekend schedule.

At its core, orienteering seems to be counter-cultural to this trend. Many orienteers like to run or walk by ourselves in the woods with maps and compasses...sometimes investing whole weekends.

However, there are Americans that also like to experience the woods on a weekend day. We just need to find them and show them how to use a map and a compass.

These are the two fundamental issues/opportunities which lie before all of us.

### **III. CURRENT USOF MISSION**

The current mission statement of the organization:

*Our mission is to:*

- *Provide orienteering as a viable and attractive recreation choice for U.S. outdoors enthusiasts.*
- *Promote orienteering for education, personal development and environmental awareness.*
- *Improve the competitive performance of U.S. orienteering athletes to world class levels.*

To create a solid foundation for our strategic plan, the following mission statement is recommended.

### **IV. NEW ORIENTEERING USA MISSION**

*As the national governing body of orienteering, and in partnership with the clubs, Orienteering USA's mission is to: Increase participation in the sport.*

*Teach map reading and navigational skills*

- *Promote enjoyment of, and respect for, the environment.*
- *Establish world class competitive excellence within our national team programs.*

#### Rationale

While the changes to the mission statement are for the most part subtle, they are important as they:

- Recognize the importance of the clubs to the growth of orienteering.
- Speak to the true issue of driving awareness of orienteering and converting that awareness to participation at the entry and volunteer levels.
- Continue to recognize the importance of environmental and competitive programs.

### **V. ORIENTEERING USA'S 2010 - 2014 STRATEGIC FOUNDATION**

As we move forward from our mission statement, and before we quantify our objectives, measures and strategies, we must answer three questions:

- What can Orienteering USA be the best in the world at?

- What is Orienteering USA deeply passionate about?
- What drives Orienteering USA's resource engine?

With discipline and focus, these three circles will drive the actions of Orienteering USA.

- What can Orienteering USA be the best in the world at?

By the nature of its structure, there are certain functions that Orienteering USA does: set standards, sanction events, establish policies, and provide current and historical information about orienteering.

Within its structure, there are areas of opportunity: fostering communication, sharing best practices, serving as a clearing house of information, providing value to its clubs and its members, and serving as the voice of orienteering.

*Orienteering USA can be the best in the world at being a cornerstone for the growth of the sport in the United States, as well as provide resources and information to foster club development.*

- What should Orienteering USA be deeply passionate about?

Orienteering USA must continue to be deeply passionate about:

*Driving awareness of orienteering; effectively communicating its benefits.*

As discussed, our sport has many benefits: physical health, mental challenge, environmental respect, uniqueness, etc. As we move forward, we must have the sport tell us what position it can hold in a person's mind.

Orienteering is a challenging sport...it challenges body and mind...we must convince potential orienteers that when you discover orienteering you discover yourself.

- What drives our resource engine?

If we were a for-profit business, our goals would solely be income generation and profitability. As a non-profit organization, our goal is to take any profits and reinvest them back into the mission of our organization. People often confuse non-profits as "not making money". That is not the case. We like money. It will help us do what we want – grow orienteering.

For non-profits like Orienteering USA, it is a little more complicated. What drives our resource engine will be income as well as the focused time of an increasing number of volunteers at a national and club level and the development of a brand called "Orienteering".

*The three items that will drive Orienteering USA's economic engine are "drive starts", "increased volunteer hours" and development of a brand called Orienteering".*

- Income - In driving starts we drive income for both the clubs and for Orienteering USA. In addition, starts are our sampling mechanism, an opportunity for new people to try orienteering either as a competitive race or a family's day hike in the woods.
- Volunteers - It is as important to secure new volunteers to help support the orienteering infrastructure, to run the clubs, the meets, and the activities critical to the maintenance and growth of the sport.
- The Brand - In developing the brand "Orienteering" it is important to note that we are not trying to grow Orienteering USA per se. Rather we want to have Orienteering USA provide and promote information that people can discover orienteering and first experience it through their local charter club.

In summation, the answers to the three questions are:

- Best in world = Cornerstone for the growth of the sport, providing resources, and providing information to foster charter club development.
- Deeply passionate about = Drive awareness of orienteering, effectively communicating its benefits.
- Drive resource engine = Drive starts + volunteer recruitment + development of the brand called "Orienteering".

## **VI. RECOMMENDED ORIENTEERING USA'S VISION**

### Finally...the vision

The final part of this process is the long term goal...the vision. A vision should be inspirational...but with time, focus and effort...attainable. It can't, and shouldn't, be achieved tomorrow. It will take time...maybe five, ten or even, twenty years. But with focus, desire and determination it can be reached.

*Orienteering USA's vision is to create a single, unified orienteering community...an Orienteering Nation. A community committed filling the forests, the woods, the parks and the fields with new, enthusiastic orienteers.*

## **VII. ORGANIZATIONAL GOALS - BY 2014 ORIENTEERING USA IS COMMITTED TO:**

- Increase starts at both the local meet and A-meet level by + 40%
  - Local meet starts: 2009 = 35,000. 2014 = 49,000
  - A-meet starts: 2009 = 8,000. 2014 = 11,200

- Increase membership figures and profitability by + 40%
  - Club members: 2009 = 8,000. 2014 = 11,200
  - Orienteering USA members: 2009 = 2,000. 2014 = 2,800
  - Revised Orienteering USA membership model increasing profitability by at least +10% without automatically increasing dues.
  
- Increase volunteerism at the club and Orienteering USA level.
  - Club: Double the number of volunteers from 2010 to 2014.
  - Orienteering USA: Establish a consistent and effective committee system serving as a feeder system to Board of Director positions.
  
- Increase combined non-membership/ non-starts revenue.
  - 2010 = \$50,000. 2014 = \$150,000 annually
  
- Increase the number of active maps in the U.S by +40%.
  - Focus on both new and rejuvenated maps from 2010 - 2014.
  
- Create and promote the brand "Orienteering".
  - Generate 100,000,000 media impressions per year from 2011 to 2014.

Maximize environmental positioning to promote the growth of orienteering.

- Form at least one alliance per year.
- Formation of a local club kit.
  
- Have our national team programs compete at high levels of international excellence under one name and banner - Team USA.
  - One flag - One logo - One team - Team USA
    - Create common national team uniform, marketing and fundraising materials.
    - Establish a single national team committee with agreed upon goals, spending plans and shared revenue sources
  - Senior Team
    - The Senior Team will be perceived by the U.S. orienteering community as the pinnacle of orienteering in the U.S.
    - The Senior Team will improve the performance of its athletes to world-class levels.
    - The Senior Team will receive 100% funding for its athletes to attend WOC.
  - Junior Team

- Consistent, improved performance at world, North American and United States levels focusing on more consistent team member performances.
- Re-invigorate the junior development program.
- Ski Orienteering Team
  - Improve performance at national and international competitions.
  - Increase financial support and sponsorship for the Ski Orienteering team.
  - Increase publicity for the Ski Orienteering team.
- Trail Orienteering Team
  - Increase participation in Trail Orienteering in both the Paralympic and Open classes.
  - The Trail Orienteering team will have 100% of its athletes attend the WTOCs.
  - The Trail Orienteering team will develop and conduct a comprehensive fundraising program to raise \$5,000 for the team fund.
- WUOC Team
  - Upon completion of the 2010 WUOC event, establish goals for implementation during the 2012 and 2014 World Championships.
- Masters Team
  - Establish goals, including, but not limited to, fielding an official Team USA in the World Masters Championships by 2012.
- Mountain Bike Orienteering Team
  - Establish goals, including, but not limited to, fielding a team in the World MTBO Championships in 2013.
- Rogaining Team
  - Field a standing US rogaining team and select WRC competitors
  - Increase overall participations in US rogaines
  - Increase awareness of rogaining and create awareness of the US rogaining team

## **GOAL: INCREASE STARTS AT BOTH THE LOCAL MEET AND A-MEET LEVELS**

### **Rationale**

Starts are the single critical element for the growth and development of orienteering. Growth and development at all levels: club, Orienteering USA, Team USA...all levels. The more people we get to try the sport, the more will come back, the more will join their club, the more will join Orienteering USA, the more will volunteer, the more will attempt to join Team USA at all levels and disciplines.

Starts are the primary life blood for growth.

While growth is critical, though, it must be balanced by all participants having a quality experience every time they go out. If they don't, there is a good chance that many of them won't come back. In addition to losing starts, this loss could also negatively affect orienteering in that these disenfranchised individuals may speak negatively about the sport, dissuading others interested in it.

Moving forward, it is critical that we "Think Globally. Act Locally." We need to give the clubs the tools to customize and communicate to their local market while giving them the flexibility to maximize their return on investment at the local level. This will organically grow orienteering and will generate a greater financial long-term return for Orienteering USA.

**Strategy: Actively pursue new groups of potential orienteers, embracing those who view orienteering as an activity as well as a sport.**

While there are pockets of orienteering strength throughout the U.S., the overall membership and participation trends are flat to down. In addition, the general trend is that charter club and Orienteering USA membership is getting older every year.

For the past four years, the primary focus was to provide increased opportunities for Junior competition and training, and we have had success against key measures. The problem is that the organization is "top heavy". It is aging. While it is critical to continue to grow youth, we cannot exclusively focus on them because:

- It will take years for a youth orienteer to grow into an adult orienteer, and even longer for them to recruit their families to become orienteers.
- There is no guarantee that every youth member will become an orienteer as an adult.

That being said, we need to open our doors to anyone who likes to get outside, whether it is by themselves or with their family, and exercise their body and their mind.

- Identify and develop marketing communication strategies and materials to target key groups. Current identified groups: Active Seniors (adults 50+), Families, Adventure Racers, Trail Runners, Post Collegiate Running Clubs, Metropolitan Sport and Social Clubs, College ROTC units, High School JROTC units, Boy Scouts (including Venturing), Girl Scouts (including older girls), and elementary and middle school aged children.
- Sample. Sample. Sample. Return National Orienteering Day back to it's "discover orienteering's roots" offering local school kids a free orienteering day pass (if they bring an adult) to come and learn about orienteering. Issue additional incentives to return for a second time.
- Create and implement an effective Third Party Sanctioning program to get new people in the sport. Events must be executed to standards established by Orienteering USA to create a quality experience. Third Party Operator will turn the participants contact

information over to Orienteering USA and the participants closest charter club for cross marketing and membership recruitment.

- Benchmark and colonize youth-focused programs developed to date by COC and other clubs.
- Expand the “O in Schools” program to deliver orienteering to students of all ages, from the very young to the older adult.
- Pursue national memos of understanding with viable third parties (Boy Scouts, Girl Scouts, National Parks and Recreation Council, Police Athletic League, etc.) to pursue opportunities to bring orienteering to their constituencies, and their constituencies to our events and clubs. An example is Orienteering USA and a charter club working in partnership with the National Parks and Recreation Council to hold summer evening orienteering classes in a local park.
- Focus on College ROTC team creation, with the incentive that their collegiate team can compete in the Intercollegiate National Championships.
- Develop and execute a regional JROTC program focusing on regional strengths and opportunities. For example: Air Force JROTC has a strong foothold in Kentucky, Army JROTC in Texas and Navy JROTC in Georgia. Have each JROTC branch compete for their individual service championship with the winning units representing their branch of the military competing for an award similar to college football’s “Commander in Chief” trophy at the Interscholastic Championships.
- Pursue opportunities to have orienteering return as a JROTC summer camp requirement.
- Where local club infrastructure is strong, establish high school and middle school leagues, including a home school team if applicable.
- Train the trainers. Expand and formalize the various coaching education and training programs that are available. Increase the number of Level 1 and Level 2 coaches in the U.S., creating a Level 3 curriculum.
- Train the meet directors and course setters. Develop online seminars, share best practices and hold annual training seminars at the national convention and/or AGM.
- In partnership with key Foot and Trail Orienteering committees, investigate an opportunity to create a high profile “orienteering event” to be held in the spring to attract attention to orienteering. This could take the form of an A-meet with more fully developed recreational orienteering opportunities.
- Continue to develop and test new program concepts and forms to appeal to a wider audience, like use of GPS for first time White orienteers.
- Begin development of a national orienteering calendar. Plan 18 months in advance to reserve key weekends for National Orienteering Day, A-meets, regional meets and local meets. As the sport grows, allow for concurrent east of the Mississippi and west of the Mississippi schedules.

## Metrics

### 2010

- *Identify, prioritize key opportunities. Implement cost efficient programs.*

### 2011

- *Implement balance of programs, utilizing ROI as a means of prioritization.*

### 2012 – 2014

- *Ongoing program implementation, reviewing annually for ROI.*

## Strategy: Utilize technology to promote, grow and measure orienteering.

- Make it easy for a new orienteer to find an event and eventually join a club. The new Orienteering USA website will have an event and club locator. An interested party will enter their zip code and will link to an event calendar that will also include club and Orienteering USA membership lists and volunteer opportunities.
- Establish a single online registration tool that all charter club and third party event directors can use. Applicable for all meets (not just A-meets) this will take an administrative burden off meet directors, while providing immediate measurement and timely payment of meet fees from the event to Orienteering USA.
- Focus marketing efforts on key targets mentioned above, focusing efforts on grass roots marketing, public relations, social media, sampling and cross-promoting orienteering at large “destination” 5K and 10K races/ running festivals in their local market.

## Metrics

### 2010

- *Activate club and event locator as part of [www.orienteeringusa.org](http://www.orienteeringusa.org) launch.*
- *Finalize local marketing plan introducing at National Convention/AGM for fall event launch.*

### 2011

- *33% online registration*
- *Establish on line registration tool as part of [www.usorienteering.org](http://www.usorienteering.org) launch.*

## 2012

- *66% online registration*

## 2013

- *100% online registration*

### **Strategy: Do not forsake event quality for quantity.**

- Work with the Orienteering USA sanctioning committee, and individual discipline committees as appropriate, to establish formalized, measureable performance standards (vs. “rules”) for local and A-meets.
- As part of these standards, have one person “mystery shop” each local meet and five people each A-meet. A copy of the evaluation form will be on-line so all can see the standards a local meet or an A-meet are expected to uphold.
- The mystery shopper(s) will fill out the evaluation sheet and will return it to the Vice President/ Competition at Orienteering USA. The VP/ Competition will then share it with the meet director and charter club president. The purpose of this evaluation is to help put on better meets in the future.

## **Metrics**

### 2010

- *Establish measurable performance standards and evaluation form.*

### 2011

- *Test pilot program with four A-meets and fifty local meets (1/2 spring, 1/2 fall)*

### 2012

- *Roll out revised program at national level, 25% of A- and local meets evaluated*

### 2013- 2014

- *100% of A-meets evaluated*
- *50% of local meets evaluated*

## **Mountain Bike Orienteering**

- Establish Mountain Bike Orienteering as part of the Orienteering USA community.
- Mountain Bike Orienteering represents a new and potentially interesting target for Orienteering USA. With the increasing number of adventure racers in the United States, it creates a growth opportunity for Orienteering USA and its charter clubs. This

represents a potential link into the Adventure Racing community and a chance to increase starts through a new participation stream.

- Determine local “centers of excellence” to form a committee to develop an effective plan to launch Mountain Bike Orienteering in the U.S. In 2010, this committee would be charged with determining goals for sport development, club adoption and national championships. In 2011, this committee would be charged with determining the viability of World Championship Teams (as noted later in the Team USA portion of this plan).

### Metrics

#### 2010

- *Establish go-forward plan addressing all goals.*

#### 2011

- *Potential inaugural U.S. Mountain Bike National Championship + other goals.*

#### 2012 - 2014

- *Goals as set by the committee and approved by BOD.*

### Rogaining

- Orienteering USA acknowledges Rogaining as a unique and valued discipline of orienteering.
- As the International Rogaining Federation considers a national membership model as opposed to individual membership model, position Orienteering USA to serve the IRF member and National Governing Body of Rogaining in the United States. Through the Rogaining committee, continue to communicate with the IRF to make this feasible.
- Sanctioning: Develop rogaine sanctioning processes, implemented by the Rogaining Committee.
- Championships: Hold annual US and North American Championship rogaines. Those championship rogaines which are held in the US will be sanctioned by Orienteering USA.
- Outreach to adventure racing and other communities. Bring in adventure racers and other interested parties to rogaining.

- Publicity within the orienteering community: keep orienteers informed about rogaining news and opportunities
- Record keeping: Establish a repository of information about sanctioned rogaines held in the US, including results.

## Metrics

### 2010

- *Establish and publish annual deadlines for championship bid submissions*
- *Establish connections with adventure racing organizations*
- *Change Orienteering USA rules to allow non-Orienteering USA organizations to put on sanctioned rogaines.*
- *Join IRF and decide who will represent Orienteering USA on the IRF board.*

### 2011 - 2014

- *Create database of results and historical information for Orienteering USA-sanctioned rogaines.*
- *Regular communication with clubs, to develop opportunities for new rogaines.*
- *US championships held each year, with Orienteering USA sanctioning.*
- *North American championships held each year, those held in the US to be Orienteering USA sanctioned.*
- *Co-publicize rogaines and adventure races with adventure racing organizations.*
- *Develop sanctioning process into smoothly functioning operation.*

## Trail Orienteering

The primary goal for Trail Orienteering is to substantially raise participation by clubs. The number of participating clubs should be at least 50% of the number of clubs with representation in all areas of the U.S.

- The number of clubs offering Trail Orienteering is very small with no representation in every area of the U.S. This is due to a lack of qualified personnel for Trail Orienteering Events.
- Achieving this goal will be determined by the ability to provide the tools and methodology for increasing the personnel required in all categories to offer Trail Orienteering Events.

## Metrics

2010 – 2014

- *Increasing the number of qualified event directors, course planners/ setters, mappers by offering clinics at Orienteering USA conventions and other selected venues. Strengthening their skills by current qualified personnel mentoring them.*
- *Developing a Trail Orienteering Coaches Manual for the Trail Orienteering Coach position to be created and filled.*
- *Increasing the number of potential Trail Orienteering Members by offering more demonstrations courses at local and national events.*
- *In conjunction with Canada develop North American Trail Orienteering Championships, consistent with IOF goals.*

## Increase participation in Trail Orienteering nationally and internationally in the Paralympic and Open Classes

- There are a limited number of persons participating in the Paralympic Class because quite often they are already associated with another Paralympic Sport and are very reluctant to make a change. Many eligible Foot Orienteers do not understand/appreciate the more demanding map reading skills required in Trail Orienteering.
- Attaining the goal will require Foot Orienteers to recognize the mental vs. physical challenges.
- Paralympic people not already associated with a Paralympic sport will need to be identified locally and encouraged to take up Trail Orienteering. Relationships will have to be established with veteran organizations and other disabled groups.

## Metrics

2010 – 2014

2010

- *Promote and offer the new format of Trail Orienteering based on faster times called TempO*

- *In every issue of Orienteering North America write an article about all the happenings in Trail Orienteering in the coming months.*
- *WTOC Team members will prepare bios for newspapers in their hometown areas before going to the WTOC and afterwards write articles about their WTOC experiences.*
- *Based on the number of participants in the current year of the WTOC in each class, as least two team members will be in the top 20% of their class.*

### 2011

- *Establish a core of Orienteering USA members from various clubs to promote Trail Orienteering with various disabled groups.*
- *Hold a Trail Orienteering/ Foot Orienteering event in Washington DC, close to USA Today's headquarters in nearby Virginia. Invite the sports staff to attend the events in order that they will have a background to write articles about both disciplines for the Weekend Edition.*
- *Use the Trail Orienteering section of the new Orienteering USA website to cover all aspects of trail orienteering and the team.*

### 2013

- *Make Trail Orienteering more attractive and practiced by all age groups mobility to insure credibility.*
- *Conduct all Trail Orienteering events in the U.S. as closely as possible to the standards set for the WTOCs.*

### Strategy: For orienteering to have a long-term viable future, don't be afraid to rewrite the rules.

- For us to stay ahead of the curve to grow the sport beyond its current limits we must have a group of orienteers and novice/potential orienteers focus solely on the future.
- Formation of a wide ranging think tank/group that focuses solely on future opportunities and growth avenues for the sport and activity of orienteering. From new activities, to embracing and maximizing technological advances, to simplifying the language this group will focus on blue-sky ideas as well as ask, and hopefully answer the question, "What if?"

### Metrics

#### 2011

- *Think Tank formation of orienteers and non-orienteers.*

2012 – 2014

- *Regular meetings and progress reports to the Orienteering USA board.*

*Metrics: Overall goal – Increase starts*

<i>Year</i>	<i>Local meet starts</i>	<i>A meet starts</i>
2010	45,900	8,000
2011	49,300	8,800
2012	52,700	9,600
2013	56,100	10,400
2014	59,500	11,200

**INCREASE MEMBERSHIP FIGURES AND PROFITABILITY**

**Rationale**

While starts are critical for income generation and growth of orienteering in the short term, we must focus on increasing membership at the charter club and Orienteering USA levels in order to achieve mid- and long-term sustainability. Membership delivers the benefits of financial connection between the individual and the organization, income to invest back into orienteering, and a source for volunteers and future leaders.

For all of us to have a successful future, Orienteering USA must move forward and respect the fact that the clubs are franchisees, independent owners if you will, of orienteering and are fundamental to its growth. They have an emotional and financial stake in the game. For orienteering to grow nationally, Orienteering USA needs the clubs as much, if not more than, they need us.

But it works two ways. Orienteering has declined since its high point. Remaining today are big clubs and small clubs. Some clubs of all sizes are healthy and some aren't. As a club declines and eventually dies, it leaves a geographic void. It may be missed, it may not. But that void must be filled for orienteering to grow, and that will fall onto the neighboring club, often taxing

their limited resources. We need many healthy clubs, whether they have ten, or a hundred, or a thousand members so all can serve as franchisees to promote and grow orienteering at their local level.

**Strategy:** Be the national governing body of orienteering; providing value to charter clubs vs. just taxing their activities.

- Determine needs from large and small charter club leadership (e.g. club registration, meet registration, sharing best practices, providing on-line newsletters, website templates, retail opportunities, giving opportunities, administrative paperwork). Determine business plan for possible cost and revenue sharing opportunities (if applicable).
- Establish a best practices and club blog section of the new [www.orienteeringusa.org](http://www.orienteeringusa.org) for clubs to share ideas, information and programming to deliver local results to the goals of the strategic plan.
- Provide consistent artwork templates to save clubs the cost of developing customized artwork for events and other club information. While these materials would be part of the national branding initiative, there would be sections for local information, including club logos, contact information, and such. This is critical remembering that the events that the club holds are the locations where most people will orienteer.
- Work in partnership with charter clubs to establish a “buddy system”. Partner established clubs with new clubs (or clubs that need added support and direction).

### **Metrics**

#### **2010**

- *Identify key administrative and programming needs. Develop programming.*

#### **2011 – 2014**

- *Program implementation with to-be-determined club satisfaction measure*

**Strategy:** Be a national governing body of orienteering, providing value to individual members vs. just collecting their dues.

- Using findings from the 2010 member survey, design a membership value program that provides members benefits they want vs. things they don’t need. Develop third party

partnerships and sponsorships to provide meaningful value to Orienteering USA members.

**Metrics**

2010

- *Develop and implement program.*

2011 – 2014

- *Implement program. Determine membership satisfaction measure.*

**Strategy:** Revise Orienteering USA membership model, increasing profitability by at least +10% without automatically increasing dues.

- Review current member benefit structure and cost of doing business. Seek increase in profitability without automatically increasing dues structure.
- Work with charter clubs to set up a membership recruitment model (converting club members to Orienteering USA members). In partnership with the charter clubs, determine a series of programs to incentivize the charter clubs for successfully marketing Orienteering USA membership to their members.

**Metrics**

2010

- *Review membership and cost structure, looking to reduce cost at least 10%. Implement as part of 2011 budget process.*

2011 – 2014

- *Monitor and improve as approved by the BOD.*

**Metrics:** Overall goal – Increase membership

<u>Year</u>	<u>Club membership</u>	<u>Orienteering USA membership</u>
2010	8,000	2,000

2011	8,800	2,200
2012	9,600	2,400
2013	10,400	2,600
2014	11,200	2,800

## **INCREASE VOLUNTEERISM AT THE CLUB AND ORIENTEERING USA LEVELS**

### **Rationale**

As has been discussed throughout the strategic planning process, it is critical at both the clubs and Orienteering USA board/ committee level to recruit, train and inject new volunteers into our sport. For the most part, we have a heavily tenured infrastructure and many individuals have expressed concern that if we grow the sport and not grow the support structure then the structure will collapse.

### **Strategy: Clubs**

- Utilize the new Orienteering USA website as a “Volunteer Center” for the organization, the clubs and the sport. Included would be a “best practices/ training” section that projects volunteerism as a fun and social activity.

In addition, establish a “volunteer here” section to the site. This will allow Event Directors to tap into a national volunteer network.

- To deliver consistent training, standardized volunteer training materials are to be developed.
- As Orienteering USA and the clubs pursue “Active Seniors”, develop and execute a strategy to tie them into volunteer efforts. This group has more free time and can see this as a potential social activity vs. another race in the woods.
- Make volunteering fun. Establish a recognition system at both the club and Orienteering USA levels, but not necessarily leading to a “Volunteer of the Year”. It is critical to remember that all volunteers are important and critical to the growth of, and well being of, the sport.
- At A- and regional meets work with the local Convention and Visitors Bureaus and Sports Commissions to secure non-technical volunteer labor.

### **Metrics**

#### **2010**

- *Establish benchmark and meaningful measures (people, man-hours, etc)*

## 2012

- *1.5 x 2010 measure*

## 2014

- *2 x 2010 measure*

Note: To be effective moving forward, the number of volunteers (vs. benchmark) should grow at a faster rate than participation in the sport.

### **Strategy: Orienteering USA Organizational Structure**

- Between the April and June 2010 BOD meetings, conduct a full review of the board and committee system. In this review, look at each job and determine if it is “mission critical” to the success of the sport. If it is not, the responsibility should be dropped. Items requiring more focus should have small committees.
- Upon the formation of the new structure, actively advertise and recruit committee members. Put the right person in each slot, not necessarily the person who has done the job for years or volunteers because no one else has.
- Implement a formal board training and mentoring program.
- Utilize the committee structure to cultivate future board of director members.

### **Metrics**

#### 2010

- *Review standing board and committee system, recommend changes.*
- *Implement revised board and committee system.*

#### 2011

- *Implement formal board training and mentoring program.*

#### 2012 - 2014

- *Ongoing performance and evaluation to maintain standards.*

### **GOAL: INCREASE COMBINED NON-MEMBERSHIP/ NON-STARTS REVENUE**

#### **Rationale**

It is not fair to the orienteering community to grow and fund Orienteering USA solely on the base of membership dues, club dues, and sanctioning and surcharges. Money must be

generated outside of these revenue sources in order to adequately invest in the organization and grow the sport.

Orienteering USA must continue to focus on outside revenue sources to generate acceptable return on investment.

### Strategy

- Maximize and coordinate financial development and fundraising activities so all activities complement vs. overlap each other.
- Utilize technology (website and giving lists) to optimize giving opportunities.
- Effectively market Endowment Fund.
- Implement developed sponsorship program focusing on companies and products that directly impact the orienteering community and events (footwear, apparel, travel, etc).
- Focus on grants from appropriate sources (corporate, organizations, government) concentrating on opportunities that are strongly consistent with the Orienteering USA mission.
- With the renovation of the current USOF website ([www.us.orianteering.org](http://www.us.orianteering.org)) create an on-line store featuring Orienteering USA apparel; books, information, and Team USA gear.
- Secure map grant and loan funding/support from Sports Commissions and Convention & Visitors Bureaus.
- As a member of the United States Olympic Committee's Multi Sport Organization Committee, pursue funding opportunities for Trail Orienteering development.
- Working with a third party tour firm, investigate viability of establishing U.S. orienteering tours for the European orienteering community.

### Metrics

- 2010: \$50,000
- 2011: \$75,000
- 2012: \$100,000
- 2013: \$125,000
- 2014: \$150,000

## **GOAL: INCREASE THE NUMBER OF ACTIVE MAPS IN THE U.S.**

### **Rationale**

For the sport of orienteering to effectively grow and prosper, it is critical to not only increase the number of available maps, but to also update maps that exist but have fallen out of date. This includes event courses as well as permanent courses.

### **Strategy**

- Secure letters of agreement with the federal government to secure access to national park and forest lands.
- Secure letters of agreement from third party land holders including, but not limited to, the Boy Scouts and Girl Scouts.
- Work with state and metropolitan convention and visitors bureaus and sports commissions to secure permits for desired lands and potential funding for map development.
- Continue to pursue a visa arrangement with the federal government to allow Orienteering USA clubs access to multiple foreign mappers.
- Utilize the Orienteering USA mission and “stewards of the parks” approach as leverage to secure land agreements.
- Create a single “stewards of the parks” document for club use in local disputes.
- Update and actively promote the Orienteering USA Map Grant and Map Loan programs.
- Investigate and pursue third party partnerships with similar environmental positions to maximize the scope of our message.

### **Metrics**

- 2010: *Determine number of current active and out of date maps.*
- 2012: *2010 measure + 20%*
- 2014: *2010 measure + 40%*

## **GOAL: CREATE AND PROMOTE THE BRAND "ORIENTEERING"**

### **Rationale**

As discussed in the situation analysis, one of the fundamental barriers for growth is the lack of awareness of orienteering in a culture that does not know we exist. As important is the fact that the basic fundamental tenets of the sport seem to be countercultural to today's lifestyle and approach to sport.

But there is hope as long as we focus on three things:

- Consistent messaging at the Orienteering USA and club levels.
- Establish an effective internal communications system for us all to work as one group vs. disparate regional and local organizations.
- Deliver highly targeted messages efficiently to our target markets.

### **Strategy: Consistent Messaging**

As we develop a consistent message and brand strategy, we must first accept a few basic premises:

- We must accept the approach that we are selling the sport, the activity, of orienteering. Not "Orienteering USA" or the "\_\_\_\_\_ Orienteering Club". It's like Starbucks, they sell coffee (and the experience that goes with it) as opposed to an individual store on Main Street, or in the airport concourse, or in the lobby of the local Safeway or Target.

In orienteering, we need to sell the experience.

- We must accept that successful brands develop a single message and then invest 100% of its internal and external communication efforts against that message. Examples are: Volvo = Safety, Disney = Magic and the New York Yankees = World Series wins. This is easier said than done as in small (orienteering) and large (Disney) organizations where there are individuals who are interested in their corner of the company, their product, their sport.

In orienteering, we need to place the sport first and utilize the club events as a place to sample the sport, the activity, the experience. Only after these newly minted orienteers have a good time, will they come back and do it again. Then in time they will become members of the clubs and Orienteering USA. They will speak the language. They will buy the gear. They will volunteer.

- But what message do we promote? What reflects the core nature of the sport? Of spending a day in the woods? Of testing both your body and your mind? Of not only finding a control but knowing in your gut that it was going to be there?

That message, in one word, is “DISCOVERY”.

Consistent with the foundations of orienteering, this concept is what orienteers do when they are out on the course. While their goal is to efficiently complete the course, the true joy for many comes in the fact of discovering that control and quickly moving on. For some veteran orienteers, it is moving up in the world rankings, for others it is improving their time, for others it is moving up in course difficulty, for others it is about finding that control.

It is all about “discovery”.

The concept of “discovery” plays well to potential and novice orienteers as well. Initially, new orienteers may want to enjoy a day in the woods with their family, or may want to get some exercise, or relieve stress. They may see orienteering as a pleasant diversion, a one-time thing.

However, once a novice orienteer completes a course, fully utilizes his or her mind and body, there is a sense of joy, a sense of accomplishment, a sense of pride. What started as a nice day in the woods turns into something new, something different, something special. By discovering orienteering, they have discovered something new in themselves.

- In summation, THE BRAND OF “ORIENTEERING = DISCOVERY”. While materials (print, electronic, digital) can be customized to meet the needs of the target market and the idiosyncrasies of the media vehicle, the visual and vocal voice must speak to the end benefit of the joy of discovery.

**Strategy:** Use available technology as a simple, but effective, internal communications system

As noted in the situation analysis, there is a lack of a cohesive effort among the orienteering community. In truth, there is no cohesive effort among the orienteering community. There are little tribes on Clubnet, on Boardnet, on Attackpoint. There is no way to effectively communicate with clubs, with members, and with orienteers that may want to become members.

For us to effectively move forward, we must create a few easy to execute steps to foster internal communication:

- Establishment of a single communication line from the Orienteering USA Executive Director to charter club presidents + one designated club leader.
- Establishment of a single communication line from the Orienteering USA Executive Director to Orienteering USA members.
- For both of the above steps, it is critical that these lines of communication be used only when necessary and when news that is important to the end user is shared. It is anticipated that this will not exceed once a month.
- Create a best practices section of [www.orienteeingusa.org](http://www.orienteeingusa.org) for clubs to utilize.
- Creation of a single blog site on the new Orienteering USA website, including the current Boardnet and Clubnet lists. This will create one Orienteering USA discussion community.
- Link Orienteering USA to Attackpoint, embracing the Attackpoint community.
- Utilize social media to foster a sense of a single orienteeing community.

**Strategy:** Deliver highly targeted messages efficiently to our target markets.

Today we live in a world of highly specialized and targeted media. From digital (web) to electronic (TV, Radio) to print (magazines, newspapers) we can effectively and efficiently target those who are predisposed to want to participate in the sport (psychographic traits of like to get outdoors, like exercise, visual learners, etc). By reaching those individuals (no matter what their demographic profile) we need to get them from the message to the event.

- Launch [www.orienteeingusa.org](http://www.orienteeingusa.org): The first step in an effective communications plan is to create a new website. A welcome mat to the sport. We then must drive people to the website where they can get the required information about the sport (no matter what level) and then drive them to the local club, event, map or volunteer opportunity.
- Create simple, event focused materials and artwork for clubs. But Orienteering USA can't do it alone. We must work in cooperation with the clubs to use their communications resources to help promote the brand of orienteeing, a brand that can be experienced at the club level, at an event.

However it is Orienteering USA's responsibility to develop the overall message, to set the common theme. Orienteering USA will create common promotion and collateral

materials that the clubs can customize with their specific information, including club logo and contact information.

- Create simple, membership focused materials and artwork for clubs. Once individuals try orienteering we want to convert them to club and Orienteering USA members as quickly as possible. Once they have a financial investment they are more likely to come back. We need to create simple paper and electronic messaging for the clubs to utilize to secure member and in-time volunteers.
- Review, revise, embrace, and expand National Orienteering Day. National Orienteering Day was a great idea that has lost its focus. A committee is being formed to review and revise this, making it relevant to the clubs as an event to sample the sport and drive future starts.
- Explore creation of a springtime national orienteering event tying in both Foot and Trail Orienteering. Investigate the viability of a PR event...code name "Event O" to generate public relations activity around the sport. Taking a page from the Trail Orienteering recommendation, likely host cities could be Washington, DC or New York, NY. Event location is critical for success and the committee must be open to non-traditional sites (access permitting) like the mall in Washington, DC or Central Park in New York.
- Pursue media partnerships with American media outlets like the Outdoor Channel. Work with electronic and digital media partners to provide access to orienteering content. This could take the form of learning about all aspects of the sport (including Trail, Ski and Mountain Bike), national team profiles, and domestic broadcast of the World Orienteering Championships.
- Re-launch *Orienteering North America* magazine while concurrently expanding its digital media presence. Make ONA the number one orienteering magazine in the world and a focus as the respected voice for the sport in the U.S. and Canada.
- Aggressively pursue public relations to drive participation and grow the sport.
  - Actively pursue public relations and social media at national and charter club level. Promote the sport and the joy of discovery at the national level.
  - Provide simple, easy to follow steps for meet directors to promote their event and club presidents to promote their clubs for membership and volunteer hours.
  - Make orienteering "media friendly". Create a media center section of [www.orienteingusa.org](http://www.orienteingusa.org).

- Utilize the new website and YouTube to create and launch “Orienteering TV”. We live in a viral world where almost everyone has a video camera on their phone. We need to take advantage of this “citizen journalism and marketing” to promote orienteering.

## Metrics

### 2010

- Agree on “Discovery” messaging as part of approval of Strategic Plan.
- Complete all internal communications tactics.
- Launch [www.orienteeringusa.org](http://www.orienteeringusa.org), phase I.
- Complete all base artwork for club use
- Re-launch National Orienteering Day.
- Form committee to discuss viability of a spring 2011 “Orienteering Event”.
- Develop media outlet, public relations and social media strategies.

### 2011

- Launch [www.orienteeringusa.org](http://www.orienteeringusa.org), phase II.
- Re-launch Orienteering North America magazine.
- Drive media outlet, public relations and social media strategies w/ annual checks.

### 2012– 2014

- Annual check and review

## Metrics: Overall goal – Annual media impressions

### 2010

- Maximize number of impressions.
- Securing monitoring/ distribution service as part of the 2011 budget.

### 2011- 2014

- Generate 100,000,000 impressions per year.

## Note: Explanation of 100,000,000 impression goal.

- If 100,000,000 people saw an orienteering message
- and 1% of those 100,000,000 (1,000,000 people) retained the message
- and 1% of those made it to the starting line, it would generate 10,000 new orienteers.
- Assuming multiple starts per orienteer helps get us to our start goals.

## **GOAL: MAXIMIZE ENVIRONMENTAL POSITIONING TO PROMOTE THE GROWTH OF ORIENTEERING**

### **Rationale**

As stated in the new mission statement, one of Orienteering USA's key beliefs is to "Promote enjoyment of, and respect for, the environment." Orienteers firmly believe that you can both enjoy and respect the land, making it available for all to use. This, coupled with our "stewards of the parks" philosophy, make Orienteering USA a natural partner for those who manage America's forests, woods, parks, and fields.

This represents an opportunity to spread this philosophy with like minded organizations, therefore promoting orienteering.

### **Strategy**

- Actively seek alliances at all levels, national, state and local, to promote like environmental agendas. This could include governments, non-profit associations and for-profit corporations.
- In pursuing environmental partnerships our goal would be to generate land permissions, this leads to an increased number of maps, venues and participation.
- In cooperation with our environmental partners we would promote the fact that orienteering events are assets to the land vs. liabilities as in other sports. We would effectively promote orienteers as "the eyes in the woods" and an asset to land owners.
- It would be a goal of these alliances to generate incremental access to lands, revenue or value in kind to Orienteering USA. Measures have been discussed elsewhere in this plan.
- Pursue a think global, act local strategy supporting local clubs relationships with land owners/ park rangers.

### **Metrics**

2010 – 2014: *Form at least one third party alliance per year.*

2011: *Formation of local club kit*

**GOAL: HAVE OUR NATIONAL TEAM PROGRAMS COMPETE AT HIGH LEVELS OF INTERNATIONAL EXCELLENCE UNDER ONE NAME AND BANNER - TEAM USA**

Notes:

- The term US Team has been changed to “Senior Team” to be consistent with other sections of this document along with recommended changes in strategy.
- The standing teams have submitted individual team goals and metrics only.
- Readers will note a slight format shift to accommodate content provided by the standing teams. This was felt appropriate as to communicate maximum impact of their plans.

**ONE FLAG - ONE LOGO - ONE TEAM - TEAM USA**

**Rationale**

Orienteering is, by nature, a sport of specialization, a sport of division. Representing the U.S. and Orienteering USA, we have Foot Orienteering runners at the Senior, Junior, Rogaine, and WUOC levels. We have a totally different type of athlete in the Ski Orienteering participants. A third type of athlete participates in Trail Orienteering, and eventually a fourth type in Mountain Bike Orienteering. This specialization, plus the administration and the budgets and funds that go along with it, has created an isolationist effect, a major lack of dialogue among the teams.

The truth of the matter is, Orienteering USA (and its national team programs) is too small to fracture itself further. It is self-defeating.

**Strategy**

- Start with the easy things first – the packaging. Create a single, consistent “Team USA” brand with a consistent uniform graphic (if not uniform style), logo (a sub-brand of the new Orienteering USA logo).
- Expand the consistency to create a set of customizable marketing materials (advertising, public relations, web, sponsorship, and fundraising) taking into account the idiosyncrasies of each sport.
- Create one Team USA panel with administrative, coach and athlete participation from each team. Led by a member of the Board or the Executive Director, this panel would be tasked with exploring the similarities and differences between the current team programs and would make recommendations regarding unified strategies, income generation and spending going forward.

## Metrics

### 2010-2011

- *Creation of common logo and marketing materials.*

### 2011

- *Secure single uniform sponsor(s) design common uniform look for 2012 season.*

### 2012

- *Creation of Team USA Panel – Initial findings moving forward.*

### 2013

- *Team USA Panel changes status to Team USA committee making strategic and budget recommendations for 2014 budget year and season.*

### 2014

- *Fully integrated Team USA Program with individual administrative ESCs focusing on individual program management.*

## SENIOR TEAM

**Strategy:** The Senior Team will be perceived by the US orienteering community as the pinnacle of the sport in the US.

- As the Orienteering USA sanctioned and supported competitive orienteering squad, it is critical that the US Team generate exemplary results and receive due acknowledgement and respect from within and outside the orienteering community.
- Achieving this goal hinges on (a) performance and (b) publicity. It will require generating great results and promoting those results effectively to the orienteering community, non orienteering community, and current/potential sponsors and donors.
- The performance-oriented goals for achieving major goals I and II largely overlap, with process goals of II subsuming those of I.

## Metrics

### 2010-2015

- Senior Team members win all medals at US M21/F21 Champs.
- The Senior Team wins the Kjellstrom Cup with its results at the NA Champs (2010, 2012, and 2014).
- Senior Team members should have US rankings above 90 for men and above 80 for women. As a point of reference, over the past five years, the average range of ranking scores for the Senior Team men has been 86 to 99 and 70 to 92 for the Senior Team women. This metric is not meant to be a Team selection criterion, per se, but rather a reflection of an increasingly competitive elite US orienteering community.
- Senior Team members are expected to participate in at least 8 A-meet days per year.
- The Senior Team will contribute three articles per year to Orienteering North America, the Orienteering USA web presence, or other designated official Orienteering USA media vehicles.
- The Senior Team will generate new content on at least a twice monthly timeframe on its official blog: <http://usa-orienteering.blogspot.com/>. It is expected that the Senior Team blog will migrate to the Orienteering USA website as the next generation of [www.usorienteering.org](http://www.usorienteering.org) is deployed.

**Strategy:** The Senior Team will improve the performance of its athletes to world-class levels, being competitive with the best orienteering athletes in the world.

### 2010 - 2015

- Senior Team members must submit an annual training plan using a form approved by the Senior Team ESC.
- Senior Team members are expected to attend at least two training camps per year.
- The Senior Team will work with friends and supporters to generate a list of six North American training camps for US and Canadian members to attend.
- Senior Team members are expected to log training, preferably on Attackpoint, (<http://www.attackpoint.org/group.isp.group.2>), but at least in a form that is periodically shared with a coach or mentor, so that progress of each Senior Team member's annual plan can be evaluated.
- Senior Team members are expected to log 300-500 training hours per year.

### By 2013

- There will be an official Senior Team coach.
- The Senior Team will have an annual coached training camp in WOC relevant terrain.

## Metrics

As WOC is the premier orienteering event in the world, relevant metrics are based on performances at this competition. WRE (World Ranking Event) scores reflect broad-based international competition results.

The difference in the metrics for the Senior Team women vs. the Senior Team men reflect the relevant strengths of our athletes vis-à-vis the world elite. While both squads have generated good results in recent years, the women have performed better relative to an international field. Therefore, ongoing expectations are scaled accordingly.

### By 2012

- *The Senior Team men should be in the top 25 in the WOC relay and the women in the top 18. Over the past seven years, the men have had an average placing of 26 and the Senior Team women an average placing of 19.*
- *The Senior Team women should have three individual event finalists (this could be the same person.) One finalist should be in the top 30. Over the past seven years, the Senior Team women have had seven total event finalists: three in 2009, one in 2007, two in 2006 and one in 2005.*
- *The Senior Team men should have one individual event finalist. The Senior Team men have had one event finalist in 2004 and one in 2003.*
- *Senior Team members should all have WRE rankings. All men and women will be in the top 300 in the world, as measured by the Foot O World Rankings: [http://iof.6prog.org/wr\\_home.aspx](http://iof.6prog.org/wr_home.aspx). (The WRE score for an athlete is the average of his best four WRE scores over the past 12 months. The WRE ranking is based on an ordinal listing of these scores. Currently, while many US runners have rankings of some sort, only four Senior Team men and four women have four or more races contributing to their overall WRE score. Of those eight athletes, the four men have rankings ranging from 250 to 315 and the four women have rankings from 104 to 357. The lowest ranking among the Senior Team men is 1095 and the lowest for women is 822. If those runners were to have at least four races contributing to their WRE scores, their WRE rankings would likely be higher.)*

### By 2015

- *The Senior Team men should be in the top 20 in the WOC relay and the women in the top 15.*
- *The Senior Team women should have four individual event finalists (again, one person could reach the final in multiple events) and two in the top 30 finishers.*
- *The Senior Team men should have two individual event finalists and one in the top 35.*
- *The top two men and women will all be ranked better than 200 in the world. The man and woman will be in the top 100 in the world.*

**Strategy: The Senior Team will receive 100% funding for its athletes to attend WOC.**

- As the pinnacle of orienteering in the US, with world-class level athletes, the US Team will be deserved of support from Orienteering USA and will be very attractive to sponsors. As a fully-funded squad, the Senior Team will continue to foster a culture of commitment and excellence from its athletes and reward its supporters.
- The Senior Team will generate excellent results, achieving renown domestically and respect internationally. As a body and as individuals, the Senior Team will work with Orienteering USA, its staff, constituencies, and sponsors to represent excellence in competitive sport.
- Senior Team athletes will sign a contract with the Team agreeing to the responsibilities that go along with being a sponsored athlete. This process will start in 2010-2011, but it is understood that the contract language will evolve as necessary.

**Metrics**

- *By 2015, the Senior Team will receive sufficient funding such that a full ten-person squad plus coach will be able to travel to WOC and compete without incurring personal expenses. This will require an additional \$15,000 increase in funding, per annum from 2010 levels. (With WOC expenses covered, other Senior Team funds can be allocated towards the development and training required to continue to realize the first two performance related goals.)*
- *It is expected that this funding will consist of a mix of contributions, fundraising (events), sponsorship, and Orienteering USA grants.*

**JUNIOR TEAM**

**Rationale**

The U.S. Junior Orienteering Team (aka Junior Team) should be competitive with the best orienteering teams in the world.

The JWOC is the premier international orienteering event in the world; therefore this is where the Junior Team's achievements are measured.

In the past, the Junior Team's performances have varied from the top ten to the bottom ten finishers. This is a result of a very small athlete pool which has made performances contingent on talented and unique individuals, rather than program development and training. This lack of a development program and large athlete base makes it difficult to consistently achieve hoped for results.

There are several other premier events in which juniors should compete and one which carries the country's prestige. Therefore, the Interscholastics, Intercollegiate, US Championships, and North American Championships have been included in the metrics below.

### Strategy: Achieving Development of the Junior Team

Although beyond the strict scope of performance goals for the JWOC Team, continued improvement of Junior Team orienteering depends on a system of continuing development and training of orienteers under the age of 20 in the U.S. Therefore several items must be in place in order to have a Junior Team development program.

- Communication among the regions and clubs.
  - Active Junior section as part of new Orienteering USA website.
  - Sharing of information among the clubs regarding training ideas and needs.
  - Establishment of a junior development workshop at the convention each year.
  - Ongoing articles in *Orienteering North America*.
- Fundraising
  - Development of a comprehensive and integrated fundraising program.
- Build a strong junior program utilizing local clubs.
  - Provide financial support to juniors.
  - Provide coaching support.
  - Recruit local juniors to aspire to the Junior Team.
- All members of the Junior Team must submit training plans to the Team Coach
  - To begin this process, individuals are needed in each region or club for junior development and be in charge of local/ regional activities.
  - A volunteer designated by Orienteering USA should contact each club to recruit individuals who are willing to act as local Junior Development Coaches.
  - The coaches should become certified by Orienteering USA Coaching and communicate regularly with the Junior Team coach and each other via Internet, phone, and face-to-face as often as possible.
- No program = random results

### Metrics

#### 2010

- *Five of the top ten ranked M-20 and F-20 competitors attend the Interscholastic, Intercollegiate, and U.S. Championships. (Note: there is a schedule conflict between the North American Champs and the JWOC.)*
- *Two men and two women finish in the top half of the field in the JWOC sprint and long races.*
- *One man and one woman qualify for the JWOC middle A final.*

- *Men's and women's teams finish in the top 80% of the JWOC relay results.*
- *Development and coordinated recruitment of Junior Team development program.*

## 2012

- *Six of the top ten ranked M and F-20 competitions attend the Interscholastic, Intercollegiate, U.S. Championships and North American Championships.*
- *One finisher (men's or women's) in the top four at the North American Championships in the -20 age class.*
- *Three men and three women finish in the top half of the field in the JWOC sprint and long races.*
- *One man and one woman qualify for the JWOC middle A final.*
- *Men's and women's teams finish in the top 75% of the JWOC relay results.*
- *Implementation of the Junior Team Development program.*

## 2014

- *Eight of the top ten ranked M and F-20 competitors attend the Interscholastic, Intercollegiate, U.S. Championships and North American Championships.*
- *One and one woman finishers in the top third, two in the top half in the JWOC sprint and long races.*
- *Two men and two women qualify for the JWOC middle A final.*
- *Men's and women's teams finish in the top two-thirds of the JWOC relay.*
- *Review and second generation development of the Junior development program.*

## SKI ORIENTEERING TEAM

### Rationale

Orienteering USA's Ski Orienteering Team is an important component of Orienteering USA as it seeks to increase participation in the sport of orienteering within the U.S. by reaching out to athletes within the skiing community. Many athletes who start to do Ski Orienteering eventually also do foot orienteering to improve their map reading skills.

The Ski Orienteering Team has the following goals and strategies to help accomplish this mission.

**Strategy: Improve performance at national and international competitions.**

- Send two juniors and one coach to the JWSOC in 2011.
- Send four (two male, two female) and coach in 2013.
- Send a full team and coach in 2015.
- Provide grants to team members to attend national and international events each year and send at least three team members to international events each year, especially in non-WSOC years.
- Send a minimum of three men and three women to WSOC every other year. This will allow the team to field teams in the relay event.
- Appoint a qualified coach to plan and monitor training. Require each team members to submit a training plan at the beginning of each year. The athlete may train with another coach if they can document the credentials of the coach and get approval from the team coach.
- Offer a training camp at the beginning of each season that will be attended by at least 50% of the team members.

**Metrics**

**2011 WSOC**

- *Two skiers with 30% of all winning times in at least one race and all team members within 70% for all races.*

**2013 WSOC**

- *Two skiers within 25% and entire team with 60% of all winning times for all races.*
- *All members of the WSOC team will have the experience of at least one previous international event.*

**2015 WSOC**

- *Two skiers within 20% and the entire team within 50% of the winning times.*

**Strategy: Increase financial support and sponsorship for the Ski O Team.**

- A Junior, Senior and Master's team will be selected and announced each spring by the Ski Orienteering Team ESC. Pictures, biographical information and season's

results will be posted on the Orienteering USA website, on Attackpoint and submitted to *Orienteering North America*.

- Team members will each be required to write one article regarding ski orienteering for submission to *Orienteering North America* each year.
- Team members will be required to participate in co-ordinate fundraising activities through Orienteering USA, the ESC, clubs and approved sponsors.

### Metrics

#### 2012

- *Team Fund will have \$10,000 on hand to support the JWSOC and WSOC teams and to offer grants to national and international competitions and training camps.*

#### 2015

- *Team Fund will increase to \$15,000 to support the same opportunities.*

### Strategy: Increase publicity for Ski Orienteering team.

- The team will provide, and update, content for the newly redesigned Orienteering USA website to host information about training camps, domestic competitions, bylaws and current photos, with links to appropriate other websites.
- The team will maintain a blog updated weekly from December – March and monthly during the rest of the year. Each team member will write an article for publication on the blog at least three times each year.
- Results from Ski O races will be published promptly after each race. Write-ups from Ski O races will be published in local media, ski websites, Attackpoint and *Orienteering North America*.

### Metrics

#### 2011 – 2014

- *The team blog and section of the Orienteering USA website will be maintained throughout the year.*

### TRAIL ORIENTEERING TEAM

#### **Rationale**

- Orienteering USA's Trail Orienteering Team is the newest of the current three teams and needs to establish a team mindset.
- Aspiring Orienteering USA Trail O Team members attend various Trail Orienteering

events to improve their skills, assist with helping with local and national events to promote the sport; attend ranking events to earn points toward becoming members of the Orienteering USA Trail O Team.

- As elite Trail Orienteers in the U.S. and as future world class athletes, Orienteering USA Trail O Team members ought to be rewarded by Orienteering USA and their supporters for their dedication and commitment. If ranked high enough to qualify for the WTOC team they should be able to compete regardless of their own personal finances.

**Strategy : The Trail O Team will increase their performance level.**

- While the team has seen some excellent results at WTOC, they have also seen poor results. The team will work to strengthen their depth to obtain consistently high results at WTOC.
- The performance of the standing team is also important and efforts will be needed to boost the standing team to a minimum level of quality performance.
- Paralympic results are especially important to the team standings so improvement in the depth and quality of paralympic competitors is a high priority.

**Metrics**

2011

- *The team to WTOC will have the maximum number of allowable competitors (currently three open and three paralympic).*
- *All WTOC team members will participate in the TempO event.*
- *At least one WTOC team member will be in the top 20% of their class.*
- *All standing team members will average better than 70% correct at ranking events.*

2012

- *The Trail O standing team will include at least 6 paralympic athletes.*
- *At least two WTOC team members will be in the top 20% of their class.*
- *All standing team members will average better than 75% correct at ranking events.*

2013

- *The Trail O standing team will include at least 8 paralympic athletes.*
- *The WTOC team will achieve top 20% results in both the Open and Paralympic classes.*
- *All standing team members will average better than 80% correct at ranking events.*

2014

- *The WTOC team will achieve a top 6 individual finish in both the Open and Paralympic classes and a top 6 team finish.*
- *The Trail O standing team will include at least 10 paralympic athletes.*

- *All standing team members will average better than 85% correct at ranking events.*

**Strategy : The Trail-O Team will increase the quality and quantity of training opportunities for team members and prospective team members**

- Current training activity on the Trail O team is weak. A more consistent and cooperative training approach is need to achieve the desired results.
- Training can take the form not only of formal coaching to team members, but also of team members coaching others, course setting, and bringing their skills to the greater orienteering community.

**Metrics**

**2011**

- *Develop a training manual (best practices from successful competitors. Some ideas: Set Trail O controls as demo events at local and 'A' level meets. Learn OCAD and make ISSOM maps.*
- *Institute an annual Trail O Training Camp (at a minimum all WTOC selectees attend).*
- *Institute regularly planned training activities. (like when Karen put out an email with a training plan for us each to do where we were)*
- *Begin conducting a national TempO Competition.*

**2012**

- *Select a trained Coach for the team.*
- *Team members will attend additional international events.*

**2013**

- *Have an IOF licensed Trail O National Event Advisor.*

**Strategy : The Trail O Team will work to increase their funding levels, promotion, recruitment and reputation on the national stage**

- Funding for the Trail O team is weak which prevents sending the best possible team to WTOC and prevents assisting athletes in attending additional international training opportunities. The team must take responsibility for increasing the available funding to enable top performers to represent Orienteering USA.
- Promotion of Trail O and recruitment of talent are important to increasing the team's performance. Team members need to be proactive in assisting the team in growing through these efforts.
- The Trail O team is often derided and needs to insure that they maintain a professional attitude in their representation of Orienteering USA to counter any such remarks. This

includes active participation in important competitions and unified team activities.

## **Metrics**

### 2011

- *At least 50% of standing team members will set a trail-O course.*
- *Every standing team member will participate in organized fundraising activities.*
- *Institute an annual Trail-O Training Camp (at a minimum all WTOC selectees attend).*
- *Institute regularly planned training activities. (like when Karen put out an email with a training plan for us each to do where we were).*
- *Each standing team member will participate in a minimum of one ranking event annually.*
- *Funding levels will enable paying all uniform and entry fees for the WTOC.*
- *All team members will participate actively in team elections and discussions.*
- *All WTOC team members will obtain an appropriate Orienteering USA uniform.*

### 2012

- *All standing team members will set a Trail-O course annually.*
- *Team members will attend additional international events.*
- *At least 70% of the standing team will participate annually in the US championships.*
- *At least 50% of the standing team will participate annually in any other ranking event.*
- *Fundraising will be increased enough to pay basic accommodations in addition to entry fees.*

### 2013

- *The Trail-O team will have enough funding to pay a \$1000 travel allowance to each member attending WTOC.*
- *Team members will actively promote to and recruit paralympic attendees at local and national Trail-O events.*

### 2014

- *The Trail Orienteering Team will receive sufficient funding from grants, sponsorships, Trail Orienteering event fees, and fundraising activities so that six team members (three Paralympic and three Open Class) plus one coach will be able to attend WTOC and compete without incurring personal expenses. (This will require an additional \$11,000 +/- increase of current funding).*

## **WORLD UNIVERSITY ORIENTEERING CHAMPIONSHIPS TEAM**

### **Rationale**

Every other year the U.S. fields a team in the World University Orienteering Championships. This competition provides a unique opportunity for our young, and developing, orienteers to

secure valuable international orienteering experience, as they develop and grow their orienteering careers.

Due to the fact that this is a bi-annual competition, it creates issues for Orienteering USA. As seen in 2010, Orienteering USA needed to determine funding and administrative solutions for a team that was forgotten during the initial budget process.

### **Strategy**

- The 2010 WUOC team will compete under the current administrative and budget structure. Results from the WUOCs will be used as the benchmark for future activities.
- In 2011, a WUOC committee will be formed to determine how to best support the WUOC team from an administrative, coaching and athletic performance perspective. Assigned with a goal of maximizing WUOC results, this structure would be part of the Senior Team, Junior Team or stand alone.
- The recommendations of the WUOC committee will be incorporated as part of the 2012 Orienteering USA budget and planning process.

### **Metrics**

#### **2011**

- *Formation of WUOC committee. Committee presents recommendations.*

#### **2012 - 2014**

- *Goals as set by committee and approved by the BOD.*

### **MASTERS TEAM**

#### **Rationale**

Every other year individuals from the U.S. compete in the world Masters Orienteering Championships. While this team is put together informally, these athletes represent their country like other national team programs.

As the average age of U.S. orienteers increases (for the time being), this presents an opportunity to perform at high levels on an international stage. In addition, this could provide an incentive to active seniors who are interested in competing at a higher level than local and national events provide.

#### **Strategy**

- The 2010 Masters team will compete under the current administrative and budget structure. Results from the Masters Championships will be used as the benchmark for future activities.
- In 2011, a Masters committee will be formed to determine how to best support the Masters team from an administrative, coaching and athletic performance perspective. The committee would be assigned with a goal of maximizing world championships results.
- The recommendations of the Masters committee will be incorporated as part of the 2011 Orienteering USA budget and planning process.

### Metrics

#### 2011

- *Formation of Masters committee. Committee presents recommendations and goals.*

#### 2012 - 2014

- *Goals as set by committee and approved by the BOD.*

### MOUNTAIN BIKE ORIENTEERING TEAM

#### Rationale

Mountain Bike Orienteering represents a new and potentially interesting target for Orienteering USA. With the increasing number of adventure racers in the United States, it creates a growth opportunity for Orienteering USA and its charter clubs. A potential goal for our athletes would be World Championship and Junior World Championship teams.

#### Strategy

- In 2011, an exploratory committee will be formed to determine the viability and potential of World and Junior World Mountain Bike Orienteering Teams.
- In 2012, if teams are considered viable and an acceptable level of world championship and junior world championship achieved, Orienteering USA would move forward with the program with the goal of World Championship participation beginning 2013.

### Metrics

#### 2011

- *Formation of exploratory committee. Committee presents recommendations.*

#### 2012

- *Formation of team with deliverable goals. Goals set by committee and approved by BOD.*

## 2013 – 2014

- *World and/ or Junior World Championship participation. Goals set by committee and approved by BOD.*

## WORLD ROGAINING CHAMPIONSHIPS TEAM

### **Rationale**

Orienteering USA is the organization that most promotes the sport of rogaining in the United States. Therefore, we expect that Orienteering USA will become a member of the International Rogaining Federation (IRF). This will enable the US to have direct input on the location and the eligibility for future World Rogaining Championships, and allow Orienteering USA to have a voice in international efforts to develop the sport.

### **Strategy**

- Results from Orienteering USA and IRF sanctioned rogaines, and other relevant information, will be used by the Rogaining Committee to identify competitors to participate on a standing US rogaining team, and to be invited to represent Orienteering USA at international competitions. Athletes on the standing team will find the team a useful source of training support.
- By 2011, the Rogaining Committee will determine how to best support a Rogaining team from an administrative, coaching and athletic performance perspective. A structure analogous to the existing national orienteering team components would likely be instituted. The committee would be assigned a goal of maximizing world championship results.
- The recommendation of the Rogaining Committee with respect to supporting a national rogaining team will be considered as part of the 2011 Orienteering USA budget and planning process.

### **Metrics**

#### 2011

- *Rogaining Committee presents recommendations and goals for a national rogaining team.*

#### 2012 – 2014

- *World Championship Team goals drafted by Rogaining Committee and approved by BOD.*

### Appendix - Income Projections

#### Year: 2011 = \$233,100

Local Start (@ \$1.00 per start):	\$45,900
A Meet/Champ Start (@ \$4.00 per start):	\$35,200
Dues (@ \$35 per member):	\$77,000
Other revenue (Sponsorship, Donations):	\$75,000

#### Year: 2012 = \$271,700

Local Start (@ \$1.00 per start):	\$49,300
A Meet/Champ Start (@ \$4.00 per start):	\$38,400
Dues (@ \$35 per member):	\$84,000
Other revenue (Sponsorship, Donations):	\$100,000

#### Year: 2013 = \$310,300

Local Start (@ \$1.00 per start):	\$52,700
A Meet/Champ Start (@ \$4.00 per start):	\$41,600
Dues (@ \$35 per member):	\$91,000
Other revenue (Sponsorship, Donations):	\$125,000

#### Year: 2014 = \$352,300

Local Start (@ \$1.00 per start):	\$59,500
A Meet/Champ Start (@ \$4.00 per start):	\$44,800
Dues (@ \$35 per member):	\$98,000
Other revenue (Sponsorship, Donations):	\$150,000

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