

January 4, 2010

TO: USOF Board of Directors, Rochester Planning Group
FROM: Glen Schorr
RE: 2010 - 2014 Strategic Plan/ Phase 2

Overview

As the next phase in our strategic planning process, I am forwarding the following draft strategic document to you for your review and feedback. Focusing on mission, vision and strategies; this document has been created as the next step in the strategic planning process:

To provide feedback

1. Either email your comments to glen_schorr@usorienteer.org by January 12th or
2. Share your comments with the group at the January 18th board of directors meeting

Timetable

In order to meet our agreed upon objective, we will adhere to the following timetable:

- January 4 - Advanced copy sent to BOD and Rochester Planning Group
- January 6 - Draft copy posted to www.us.orienteeing.org. Issue invitations to membership and the orienteeing community for review, discussion and feedback
- January 18 - BOD meeting and discussion
- February 1 - GJS to post revised draft to www.us.orienteeing.org. Issue invitations to membership and orienteeing community for review, discussion and feedback
- March 1 - Final feedback due
- April 1 - GJS to issue proposed final draft to BOD
- April 10th - BOD presentation and final commentary
- April 20th - Post final version of 2010 - 2014 strategic plan

Should you have any questions or comments, do not hesitate to call me at 410.802.1125 or email me at glen_schorr@usorienteer.org.

SUBJECT: USOF 2010-2014 STRATEGIC PLAN

DATE: January 4, 2010

AUTHOR: Glen Schorr, Executive Director - USOF

DRAFT

Situation Analysis

Since orienteering was introduced in 1946 in the United States 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. These include but are not limited to: Philadelphia/ Southern New Jersey (DVOA), Houston JROTC (HOC), Seattle (COC), Southwest Ohio (OCIN), San Francisco (BAOC), Washington, DC (QOC) and others. However, these pockets are isolated.

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

Barrier # 1: There is a lack of a cohesive effort among the orienteering community.

In the vintage comic strip “Pogo” there is a quote that is applicable here,

“...we may meet the enemy, and not only may he be ours, he may be us.”

As mentioned above, there are pockets of strength for orienteering. Some are tied to commerce, most are not. They are pockets at best. This can also be seen within USOF where there 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 of the sport that they participate in.

We must respect, and embrace, the local nature of our sport. Its strength is in our charter club system. Its strength is also in the programs and teams of the USOF structure. But until we agree that we 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.

Barrier # 2: Lack of awareness of orienteering in a culture that does not know we exist.

Orienteering 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 lacrosse. American's like their sports super-sized. They like the concept of team. They like to know that they can start at 10:00 am and finish at noon; for at noon they have to grab a Big Mac value meal and two Happy Meals at McDonald's and then they are on to the next item on their schedule.

Orienteers like to run by ourselves in the woods with maps and compasses...sometimes investing whole weekends.

These are the fundamental issues, and the opportunities, that lie before all of us.

Recommended revised USOF Mission

The United States Orienteering Federation is the national governing body of orienteering. In partnership with our charter clubs we provide structure and information to inspire participation while promoting competitive excellence and environmental values.

USOF's 2010-2104 Foundation - The Hedgehog

In Jim Collin's Good to Great - Why Some Companies Make the Leap...and Other's Don't as well as the accompanying monograph Good to Great and the Social Sectors, Collins introduces the concept of the "hedgehog".

The hedgehog (as it pertains to organizations) "Simplifies a complex world into a single organizing idea, a basic principle that unifies and guides everything."

In the hedgehog there are three interlocking circles:

- 1) What can we be the best in the world at?
- 2) What are we deeply passionate about?
- 3) What drives our resource engine?

With discipline and focus, these three circles drive the actions of the organization.

What can USOF be the best in the world at?

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

Within its structure, there are areas of opportunity: communication, best practices, serving as a clearing house for the sport, and serving as the sports voice.

USOF can be the best in the word at "Providing a Unified American Orienteering Community."

What should USOF be deeply passionate about?

USOF must continue to be deeply passionate about “Driving awareness of orienteering, effectively communicating its feature and benefits.”

As discussed in Rochester, our sport has many features and 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 the ultimate challenge sport...one that challenges body and mind...we must convince non-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.

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

The two items that will drive our economic engine are “Driving starts” and “Increased volunteer hours”.

In driving starts we drive income for both our charter clubs and for USOF. 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.

As pointed out in the Rochester meeting, 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.

In developing the brand of “orienteering” it is important to note that we are not trying to grow USOF per say. Rather we want to have USOF facilitate information to that people can discover orienteering and first experience it through their local charter club.

In summation, the three areas of our hedgehog are:

- Best in world = Providing a unified orienteering community
- Deeply passionate about = Driving awareness of orienteering effectively communicating its features and benefits
- Drive resource engine = Driving starts + Increased volunteer hours

Finally...the goal

The final part of the hedgehog is the goal. A goal 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.

Recommended USOF Vision (goal)

The United States Orienteering Federation envisions a future that offers people throughout the United States the opportunity to discover, learn, participate in, enjoy and ultimately embrace the passion of orienteering.

Strategies

Note: These strategies are currently in alphabetical order. Once these strategies are discussed, prioritized, vetted and agreed upon, they will be ranked and then expanded to include finite tactics and measures.

Charter Clubs

- Establish a Clubs Committee to facilitate communication as well as establish the on-going needs of and opportunities with USOF charter clubs. (2010 - ongoing)
- Work with our charter clubs to determine ways to effectively turn leisure time orienteers in to those more passionate about the sport. This will generate starts, club membership, USOF membership and volunteer hours. (2010 - ongoing)

Coach and Meet Director Training

- Review, upgrade, and promote Level 1 and Level 2 coaches certification programs. (2010)
- Hold Meet Directors seminars at the National Convention (2010)
- Create and implement Meet Directors certification program. (2011 - ongoing)

Competitive Excellence

- Working in partnership with our national teams promote competitive excellence. (2010 - 2014)
- Senior Foot-O: 2010, 2012 and 2014 goals = await from team
- Junior Foot-O: 2010, 2012 and 2014 goals = await from team
- Trail-O: 2010, 2012 and 2014 goals = await from team
- Established a single integrated national team committee overseeing fiscal, financial development and marketing efforts (2011 - ongoing)

Financial Plan

- Pursue an active strategy of securing sponsorship and sponsor based grants. (2010, revisit annually as part of annual budget process)
- Create an integrated financial development plan, insuring that individual goals are met. (2010, revisit annually as part of annual budget process)
- Create a long range financial plan to ensure the organization's financial stability and viability while supporting defined strategic objectives. (2011, revisit annually as part of annual budget process)
- Investigate "next generation" financial development plan focusing on one organizational goal and process for collection vs. individual efforts (2012 - ongoing)
- Grow staff and secure office space that enables USOF to fulfill its mission (2013 - ongoing)

International Presence

- Establish a regular and meaningful presence at the IOF level including full representation at the World Congress beginning in 2010 and the President's conference in 2011. (2010 - on going)
- Determine feasibility, course of action and potential business plan to host a senior Foot-O World Championship by 2018. (2012 - ongoing)

Land Access

- Change of the rules of engagement from defending remaining land access to acquiring land rights. (2010 - 2104)
- Complete and secure signature of a federal land use letter of agreement. (2010)
- Work with third parties (e.g. .Boy Scouts, Girl Scouts) to develop national letters of understanding to be utilized by USOF charter clubs. (2010 - 2014, one per year)
- Provide the appropriate tools and leadership to support clubs on land use issues. (2010 - ongoing)
- Utilize orienteers "love the land" philosophy to differentiate us from other adventure based sports. (2010 - on going)

Mapping

- Establish a comprehensive American-based mapping program. (2010 - 2014)
- USOF to secure appropriate work visas for 4 - 6 foreign mappers. These mappers would be loaned to USOF charter clubs. (2010 - ongoing)
- Consistent with IOF guidelines, establish mapper training program to develop at least 20 A-meet qualified American mappers. (2010 - 2014)
- Expand USOF map grant and map loan programs. (2011 - 2014)

Marketing

- Working with charter clubs and meet directors, establish programs to drive A-meet and recreational starts. (2010 - on going)
- Focus on three areas of market opportunities: Juniors (JROTC, Boy Scouts, Girl Scouts, league development in key areas), Adventure Racers, Active Adults 50 years and older. (2010 - 2014)
- Create a brand campaign for the sport of orienteering to challenge and mint new orienteers. (2010)
- Upgrade www.us.orienteering.org establishing it as the national orienteering information clearinghouse. (2010)
- Utilizing new and social media, establish and implement effective communications strategies for internal (USOF volunteers, charter clubs, members) and external (orienteers, general public) audiences. (2010)
- Establish marketing strategies (focusing on public relations and cost efficient social media) to expand awareness of, and participation in orienteering. (2010 - on going)
- Explore and push the boundaries to refine the sport, creating an updated version of orienteering that respects its heritage while pursuing a more marketable product. (2012 - 2014)

Membership

- Evolve the membership program, investigating both benefit enhancements and/ or cost reduction create a more compelling membership proposition. One that members are interested in, and is more profitable to USOF. (2010 - 2011)

Organizational Structure

- Consistent with USOF by-laws establish a revised organizational structure that outlines board and committee responsibilities that address day-to-day business needs as well as assigns leadership of strategic planning initiatives. (2010)

Rogaine/ Other Forms of Orienteering

- Expand presence of Rogaine and/ or other orienteering form (Mountain Bike, Canoe, etc) on a regional basis and only as (1) local volunteerism can be found and (2) it does not detract from this strategic plan.

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