

## **Orienteering USA Board of Directors Reports, October 2011**

### **Peter Goodwin, President**

As President of OUSA, I have been doing a number of things. Many of these, I could not have imagined when I took over this job. Oh, well, such is life and it brings new challenges.

I have been working with the web committee to make the website more functional with the membership data base available for access for A-meet registration, rankings, etc. While this is still a work in progress, progress has been made. I have been involved in helping to move changes in the rules of the Interscholastics forward and also have been working with a committee on the rules for the BK Cup and a new “cup” for the juniors parallel to the BK Cup. There also have been improvements made in the way information about the organization gets published and I have been working with Glen on outreach programs to various groups including a group from Kentucky that will be installing a permanent course on their property adjacent to their buildings with net income for OUSA. I have made inputs into the budget process and helped in a small way to keep the organization moving forward. I also spent some time investigating the proposal from Denmark for a WOC in 2018. I will report to the board on this investigation.

### **Greg Lennon, VP Club Services**

Strategic Plan Goal for 2011-2014: Increase the number of active maps in the U.S by 40%; focus on both new and rejuvenated maps from 2010 – 2014.

#### 2011 Update

OUSA’s Pictometry online program providing online access to high resolution aerial imagery for the Orienteering USA mapping community launched earlier this year continues to grow in both numbers of users and usage. This program should be renewed for another year.

Work continues (primarily within the context of the USOF Website & Tech Development group) towards the implementation of integrated event registration capabilities. A presentation will be given to the Board on the proposed roll-out at the upcoming BOD meeting.

The online membership join/renew capabilities initiated about two BOD meetings ago are clearly well received by the community, with reports of > 75% of renewals now being online rather than by mail.

A generic “contact us” form was added to the OUSA website, and it has been an interesting source of orienteering-related questions, such as from individuals considering trying orienteering for the first time, or, hoping to teach it in various educational settings.

An email distribution system has been implemented for the distribution of the digital issues of ONA. This system can be used for other purposes such as newsletters.

Several projects remain on hold primarily due to lack of sufficient permission to execute them in efficient ways, including online store(s), online advertising, and an online membership database suitable for joint use by OUSA and clubs.

### **Pete Dady, VP Competition**

As the new VP of Comp most of my time has been learning the position. I have been involved in discussions on rules changes, NAOC issues and I'll be presenting sanctioning requests for the

ski-o world cup events in the Tahoe region in Jan/Feb 2012 and a potential bid for the US Classic champs from BOK for March 2012.

I'm also on the Junior team discussion listserv.

More details to follow at the meeting.

### **Donna Fluegel, Secretary**

#### LAPSED MEMBER REMINDER

I have sent second, more personal reminders to those whose memberships have lapsed. It is our hope that a member is just late in renewing. We are hoping to determine why a member is leaving so we can address those shortcomings in the future.

#### ORIENTEERING NORTH AMERICA MAGAZINE REDESIGN

--I have finished the first issue of ONADigital. Distributed, via MailChimp (e-mail) completed October 14. I have asked for input regarding ONADigital and will use it for future digital issues.

--I will be working with a professional magazine designer to update the look of ONA.

#### MEMBERSHIP

--We now have an OUSA membership flyer for clubs to distribute to all local club members and newcomers who are not current OUSA members.

--We hope to implement an OUSA membership option with A-meet registration.

--I will be contacting all club presidents directly with OUSA membership information and how they can help to increase OUSA membership.

### **Maiya Anderson and Clare Durand**

#### Starts Goal

With the new board year, we have been newly assigned to take over the starts goal of the strategic plan. We have identified our respective areas of interest and expect to split the work with Maiya focusing primarily on marketing strategies and use of social media and Clare focusing primarily on working directly with clubs on event practices and event schedules. We may also split some work geographically with Maiya in the East and Clare in the West.

#### 2011 Strategic Plan Starts Strategies and Metrics:

##### Overall 2011 Starts Metrics

Local starts: 49,300

A-meet Starts: 8,800

Status: Need 3rd Quarter numbers from Glen to update projections

##### Local (numbers represent a sample of clubs - not total starts):

Q1+Q2 2010 -- 10,149

Q1+Q2 2011 -- 12,341

+21.6%

Projection of total starts for the year ~55,000

##### A-meets:

Q1+Q2 2010 -- 4,626

Q1+Q2 2011 -- 3,295

-28.70%

Strategy: Actively pursue new groups of potential orienteers

2011 Metric: Implement Programs

Status: This particular strategy includes a huge number of varying bullets. Things that have current activity going on include:

- Planned presence at National Girl Scout Convention in November
- Some best practice seminars held at Convention
- Action Plan underway

Plan: provide best practices to clubs and continue to develop website sections with programming for specific groups

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

2011 Metric: 33% online registration; registration as part of [www.orienteingusa.org](http://www.orienteingusa.org)

Status: Web committee still investigating and working on online registration. Not yet implemented.

Plan: Post orienteering events on national and local event websites/publications. Additionally, contact these sites and publications to print/post short articles about orienteering directing readers to the Orienteering USA website and local clubs.

Develop an updated Orienteering USA facebook page in conjunction with website committee.

Strategy: Do not forsake event quality for quantity

2011 Metric: Test pilot an evaluation program with four A-meets and fifty local meets

Status: We discussed that nothing has moved forward on this metric and will work to implement some sort of survey and feedback mechanism for 2012. Having better feedback on what participants enjoyed or didn't about their experience can help us to develop better event guidelines. Consider engaging with the course consulting committee to actively seek out event directors and course setters to provide oversight and answer questions.

Plan: As part of action plan to increase A-meet starts requesting some budget to help pay some consulting costs for clubs.

Strategy: Mountain Bike Orienteering

2011 Metric: US MTBO Championships

Status: No progress. Will work with MTBO committee for the future.

Strategy: Rogaining

2011 Metric: Create results and historical information database; Communicate with clubs to develop rogaines; US Championships annually; North American Champs annually; Publicized to adventure racing organizations; smooth sanctioning process.

Status: The Rogaine committee has been excellent at working to grow rogaining. Orienteering USA has joined the IRF and rogaine sanctioning has grown beyond just the US Championships to additional events, including third-party operator events.

Strategy: Trail Orienteering

2011 Metric: Increase event directors/planners and events; Develop North American Trail-O Champs; offer TempO events; Promote to disabled groups

Status: Trail orienteering seminars held at Annual Convention

Grant application for a trail orienteering event for disabled veterans in the DC area

Strategy: Don't be afraid to rewrite the rules

2011 Metric: Think Tank formation of orienteers and non-orienteers

Status: As part of action plan, we have a new product development group. Working on best practices documents and checklists to go on website to help clubs with development and implementation of local events.

Current Action Plan:

1. Add 3 more A meets to the 2012 calendar
2. Continue half priced starts to new adults, A meets for 5 select meets in 2012
3. Master Calendar: OUSA A-meet calendar to clubs and 3rd party sites
4. Meet Promotion (local and A meet) - develop promotion and marketing tools, best practices and checklists.
5. Google Ad words - Link key search words to orienteering USA website, trial program

Budget Requested:

Tactic	POC	Budget	Comments
1. Add 3 more A-meets to the 2012 calendar	Clare	\$1,500	Review 2011 calendar, reach out to regions and local 2 day meets with possible conversion to A-meet status. Facilitate sanctioning, travel for expertise to help run/technical assist with meets, target winter, summer
2. Half priced starts to new adults, A-meets	Glen	\$2,500	Continue for 5 select meets in 2012
3. OUSA A-meet calendar to clubs	Maiya	\$500	Intern to get calendar on OUSA and 3rd party sites, create and maintain OUSA Facebook page with links to OUSA and club sites.
4. Meet Promotion (local and A meet)	Maiya	\$500	Distribute promotion materials, national calendars, etc. Short articles in other media, Flyers, ads, boilerplate best practices, for intern. Pursue ordering quality OUSA technical wear shirts, pants, hats, headbands, etc. to sell online and at A meets.
5. Google Ad words	Clare	\$2,000	Promotion. Links key words on Google searches to OUSA, evaluate after \$1000

**Frank Kuhn**

My Strategic Plan Goal for 2010-2014 is 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

In order to implement the goal I needed the base line for the current number of volunteers. Early in the 2011, I sent a VOLUNTEER SURVEY form to all Board Members which would provide information regarding their respective committees. The response up to the pre-AGM Board Meeting left much to be desired. With the make-up of the current board, new members and change of assignments for the remaining board members, I will need to get this project back on track.

At the Board Meeting, I would like to explain once more what the Survey is about and request that all Board Members follow through with the Committee Information by November 15<sup>th</sup>.

The Committees/Task Forces, which are listed on the OUSA web site and in ONA need to be reviewed for uniformity.

### **Amy Williams**

Environment is one of the fundamental values of orienteering:

Orienteering is at one with nature.  
Orienteering is respectful of the natural environment.  
Orienteering promotes environmental good practice.

Proposed Goals of the Orienteering USA's Environmental Committee:

First and foremost,

Orienteering USA, all its member clubs, course setters, and individual participants should, and do, strive for the protection and respect of the environment.

It goes without saying, that the environment itself, from the lofty trees to the bushes, ferns, wildflowers, streams, mountains, trails, animals, to the soil itself – “the woods” – is the single most important component of the sport of orienteering. Without the beautiful woods, orienteering would not exist.

Who better than orienteers themselves are better suited for taking care of and protecting such a valuable and important natural resource. We orienteers are willing and able to take care of and preserve the environment within which we compete. We know that the sport of orienteering has very little, if any, detrimental effect on any particular swath of land on which we tread. We know as a whole, that there is no better group to both appreciate and protect these natural settings than orienteers, whose very name means situating yourself within the confines of a particular place in the woods and translating that to the map.

We understand. We know. We care.

Our charge is to make the interested Land Owners, whether private, or, much more often, governmental, aware of that. There are multiple ways we can do this:

- 1) Provide copies of, or at least synopses of, studies and literature which indicate that orienteering does not harm or over-stress the environment.
- 2) Collect and make available “testimonials” from satisfied Land Owners who have a good rapport with and trust in their local orienteering clubs and know that we always treat their park with the respect that it deserves.
- 3) Be-“friend” the Land Owners, which are usually local state parks, many of whom have an organization, such as “Friends of Sweetwater Creek State Park,” to form a bond with members of

its community. OUSA may choose to ask each of its member clubs to join at least one “Friends” club to help promote camaraderie and trust between them and the local or state parks which they use most often.

**Friends of Sweetwater Creek State Park**

The Friends of Sweetwater Creek State Park is a non-profit organization of volunteers who have incorporated with the purpose of protecting, preserving, and carefully developing the rich nature and history of Sweetwater Creek State Park....

4) Consider planning and hosting a fund-raising event for one of the parks that the member clubs use most often. Good will and support will go a long way in earning the trust and respect of the local parks which we depend upon.

5) Implement a litter collection campaign, such as “Pick It Up, Pack It Out.” Encourage local clubs to consider starting a litter collection of willing volunteers, who are not in a competitive race categories, to collect, bag, and dispose of any litter found out on the trails or in the woods.

6) Encourage and continue a “Leave No Trace” philosophy within the orienteering community.

**Charlie Bleau**

**Non-starts Revenues**

Since the summer, I have been interacting mostly with Executive Director Glen Schorr and VP Club Services Greg Lennon about Non-starts Revenues. These revenues fall into the following basic categories: Donations, Sponsorships and Grants, Web-commerce, Charity Events, Dues and Investment Income. Donations are varied in their sources and means, but they can generally be categorized as Major Gifts, Contributions to the Annual Fund, General Contributions and Contributions for the benefit of Team USA. Web-commerce and Charity Events are new categories and their income is zero at present.

With the exception of Major Gifts, the Donations side is well developed but cannot be taken for granted and some tweaks might be in order. The Executive Director announced the introduction of the online giving website for Team USA on October 3, and there has been one donation to date. Investment income is expected to remain flat.

The real opportunities for expansion in Non-starts Revenues would appear to be through Major Gifts, Sponsorships and Grants, and Web commerce. Major Gifts is a specialty field and we definitely need help in this area. Greg Lennon has offered to help us develop and execute a plan with respect to Major Gifts. In addition to a qualified volunteer or two, it is felt that we might need to purchase lists of people whom we could approach who are likely to have a propensity to give. The cost of such a list would be of the order of \$2,000.

Sponsorships such as Motel 6 and Hertz and others will steadily build revenue and it will be important to attract OUSA website traffic to increase traffic through to our sponsors. As website traffic builds, it will help to attract more and more sponsors. To this end, it was seen as important to try to make progress on implementing an OUSA-hosted online registration system for A-Meets in the near term and for local meets in the long term. I have spent some time interacting with Greg Lennon in this regard. Glen Schorr deals directly with sponsorships and I expect that he will be reporting on those himself.

Under Greg Lennon’s leadership, development of an OUSA online store has been discussed and several alternatives are being evaluated. This includes setting up OUSA-branded items on Print On Demand vendor websites where individuals and clubs could order merchandise at will. For clubs, this could be co-branded with the club logo, or produced specifically for an event and could even be in the form of personalized awards. The advantages to this approach are that it can be implemented very quickly and easily, there is no monetary investment, no inventory and no risk.

Another of Greg Lennon’s ideas is the idea of holding charity events. These might be events such as a Golf Tournament, Soiree/Ball/Night Out/Restaurant, Film Night, including Opening Night, Marathon/Half-Marathon/Bike-A-Thon/Ski-A-Thon/etc., Online real-time auctions, for example of donated (by people or companies) frequent flier miles or timeshare weeks. This would most definitely require qualified and motivated volunteers. It is also true that these events could be more modest and be simply a fund-raising dinner at a national or regional meet.

Following are the historical figures; overall goal and some individual program goals that we think might be achievable. Most are a 10% increase over last year. As far as we can see, there is likely to be a shortfall.

**HISTORICAL INFORMATION**

2010	\$55,178
2011 Year to date	\$69,367
2011 Strategic Plan	\$75,000

2012 STRATEGIC PLAN GOAL	\$100,000
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**2012 PROGRAM GOALS**

Team USA	\$30,000
Annual Fund	\$16,500
Major Gifts	\$10,000
General Contributions	\$5,500
Sponsorships and Grants	\$15,000
On line Store	\$2,000
Charity Event(s)	\$2,000
Income from endowment fund	\$4,000
Life member dues received	\$1,500
Interest income	\$1,500
Combined Federal Campaign	\$0
<b>TOTAL</b>	<b>\$88,000</b>

Following are the 2011 expenditures related to Non-starts Revenue. I am unsure as to whether any of these figures are doubly reported elsewhere. We have not been able to advance sufficiently to estimate next year's requirements, but it may be reasonable to request at least a similar budget for next year. These expenses do seem rather meager.

**2011 EXPENSES**

Marketing / Conference Fees and Memberships	\$2,500
ED travel/ Conferences	\$3,000
Marketing/ Publications and Printing	\$1,000
Fundraising Expenses	\$1,000

I want to thank Glen for his help and guidance in getting me started down this road. I am grateful for his talents, organization, efficiency and general respect for people's time. I am also grateful to Greg for his patient, generous and thorough introduction to the tasks ahead.

It is obvious that the budget is tight and probably ambitious, but it is also clear that there are opportunities for raising funds outside of starts and memberships. These opportunities will require time and talent and I would ask that any volunteers willing to take on any aspect of these to please contact me.

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ADDED October 19, 2011

### **Scott Drumm**

Team USA

Uniforms

RFP has gone out to interested parties for team uniforms. All USA teams will have same vendor, provided ski-orienteeing team needs can be met. Evaluation and decision of a vendor will be made later this year.

Fundraising

An idea has been circulated on Clubnet to determine interest in/viability of a Team USA day similar to NOD in that local clubs would hold events and donate part or all of the proceeds to Team USA. Where local clubs have current team members or Team USA alumni, those members would be asked to play a major role in the local event (event director, course setter, etc.). Comments are being solicited on the idea and suggestions for support from Orienteering USA, such as graphics and potentially production of merchandise for sale.

### **Pat Meehan**

Increase Active Maps

The strategic plan identifies a need for an increase in new and updated maps. There are 8 strategies listed. In addition it has been suggested that we might focus on nurturing the development of maps closer to population centers; more urban and perhaps smaller than most.

My first steps will be:

1. Debrief Greg Lennon who managed this initiative the previous year
  - a. Collect any data that may exist.
  - b. Review reports of past efforts
  - c. Pick up any ongoing efforts where needed.
2. Review the strategies, report their status,
3. Nominate actions and develop plans that will see the mapping strategies to fruition.
4. Request contact inform (email and telephone lists) of key club members.
5. Utilize ONA, email, direct telephone calls, and perhaps Attackpoint, to discuss and encourage the production of new and the updating of existing maps.
6. Quantify the usable maps.



7. Encourage clubs to make small maps in addition to their ongoing efforts.
8. Encourage clubs to update existing maps.

*The ideas are to get more maps available, especially in areas near population centers and to update maps that have fallen into disuse.*

Longer range plans may include:

1. Developing plans to complete the strategies that are focused more on enabling map production such as:
  - a. Letters of agreement and permits with public and private land holders.
  - b. Funding, grants, & loans for map production.
  - c. Securing visas for international mappers.
  - d. Printed and online promotional materials directed at land controllers.
2. Continue the collection and use of metrics to gauge the status and increase in our usable maps.



October 20, 2011

TO: Peter Goodwin, Board of Directors

FROM: Glen Schorr

RE: Board of Directors/ Update

To the Board,

First, I apologize for the delay in issuing this report, extensive business travel since the middle of September put me behind.

As much of my content has been covered in other board reports, I will focus on three items:

- Recap of events and travel since the AGM
- Progress and work to do regarding the Starts and Membership action plan
- 2012 Marketing Plan/ Calendar

#### **Events and Travel**

- By the end of Q3, I will have spent YTD 32 days with clubs in their home markets, exceeding my full year 2011 goal of 25 days.
- Travel primarily consisted of business development (United States Olympic Assembly, TEAMS Sports Marketing Conference), future partnerships (21cParks, a 4,000 acre private initiative in Louisville, KY) and sponsorships (Corvette). Approximately 100 new business contacts were made/reinforced and a \$10,000 sponsorship is expected from Corvette in Q1, 2012.
- As noted in other reports, I have also been working with Charlie Bleau (Non Starts Revenue) as well as Clare Durand and Maiya Anderson (Starts). Those results are reported elsewhere.
- 2011 Annual Fund is in motion
  - Online giving has been established at no cost to OUSA
  - Placement of ads/ envelopes in the Sept/Oct and Nov/Dec issues of print ONA as well as Digital ONA
  - Letters to those that gave over \$100 in the past few years being sent November 1<sup>st</sup>.

## Starts and Membership Action Plan

### Starts/Complete

- Our A meet coupon program has been put in place. WPOC, BAOC, CSU, SLOC and Get Lost!! have taken advantage of the program. WPOC drew 20 first time A-meet participants. Other program coupons are still coming in as the expiration dates have not expired or the events have not been held.
- Development of local meet advertising/ PR test for local meet in Los Angeles (November 13) and Get Lost!! Golden Gate A-meet utilizing event calendars and Adwords. Recently lost services of freelance public relations professional and need to support with Intern/ volunteer labor.
- Forwarded A-meet calendar to clubs for posting
- Creation of updated materials for A-meets for club use introduced at AGM, will continue to be promoted via quarterly newsletter
- Have established A-meet hotline for club and event director use.
- Planned roll out of online event registration in Q4

### Starts/ Still to do

- Most importantly, work with clubs, national teams and independent operators (Get Lost!!, Meridian Geographics, TerraLoco, etc) to increase the number of A-meets. Opportunities lay in the southern and southwest markets in January – March and November – December time frames.
- Working with independent operators to establish new programming for A- and local meets
- Establish national database for event directors

### Membership/ Complete

Through September 30 OUSA had 1,211 membership and 2,050 members. While these numbers are improving they are still behind our goal of 2,200 memberships they are the highest they have returned to their March 31, 2011 high levels in total members. We have made the following accomplishments:

- Establishment of online membership sign up. Approximately 75% of membership renewals are now occurring this way.
- Establishment of a membership drive contest incenting clubs to get their members to join OUSA.
- Increased membership value by offering a test issue of Digital ONA

### Membership/ Still to do

- Issue first newsletter to membership, use as a marketing vehicle for potential members
- Update print version of ONA to provide increased value to members.
- Continue to develop discounts for programs giving members what they want. Execute REI and Zanfel programs.
- Membership flyer as noted in Donna's membership report.

### **2012 Marketing Plan**

*Note: the strategic plan calls for 100,000,000 impressions. The combination of this being a non-valid measure + need to focus on starts +loss of extremely low cost public relations service question the ability to continue to reach this goal...even if the goal is relevant.*

### Tactics (Most are continuation of 2011 action plan)

- International Events: Public Relations, Social Media with clubs
- A meets
  - Local PR/ Social Media/ Adwords/ Event Registration Plan with Clubs
  - Discount Coupons for 5 meets
- Develop new plans for Team USA Month (Tentative) and National Orienteering Days, including:
  - Launch plan
  - National and Local PR/ Social Media/ Links to Registration
- Develop of new booth display and sales materials. Booth display can be used for club and other national use
- Continuation of Q4 2011 OUSA newsletter into 2012
- National Public Relations: article placements in national running magazines and on national websites
- Establish OUSA Social Media presence – assuming we can get over the content hurdle
- Event calendar posting for local meet support
- Fill in holes in collateral (event posters for Youth, Scouts, MTBO...), print membership ships, print select banners/ flags to be used at A-meets etc
- A draft calendar is separate. Questions regarding individual budget line items will be answered in Boston.



